



Aji (IR#4) Framing Notes

Part #2

What is framing?

Framing is used to create an interpretation about the context in which an intention or commitment is fulfilled, and what is required, forbidden and allowed when working in it to succeed.

The purpose of the frame is to shape, open and limit people's thoughts and actions to increase their productivity and value.

After a business leader states their intentions, such as completing a new project, lowering costs or increasing productivity, their interpretation of the context and its requirements establishes a "frame" of interpretations and requests that (1) *shape*, (2) *open* and (3) *limit*, how customers, employees, employers, colleagues and vendors think and act to produce outcomes.

This is important for two reasons:

1. Most businesspeople continue to work in the wrong *fundamental* frame when using their computers and the internet because they do not understand the new frame of competitive threats, obligations and opportunities global competitors have produced with them.

Every frame business leaders produce needs to make progress moving people out of IR#3's frame, which is task-oriented, commonsensical and uncompetitive today,

... and into IR#4's frame, which is ambitious, thoughtful, strategic and competitive.

2. When we live and work in the most rapidly changing global marketplace in history,

... it means the “frames”, or competitive contexts that require businesspeople to modify how they are thinking and acting every day,

... need to change throughout the day, too, or just as quickly.

To compete successfully in the Fourth Industrial Revolution (IR#4), which began in the 1980s when computers were first sold, businesspeople must be able to lead others effectively, strategically and competitively. This requires designing and speaking new “frames” as competitive situations, tools, applications, etc., change.

To “lead” in this essay is different from managing or governing people, which are legal relationships.

When businesspeople *lead*, they create a social relationship between the leader and his/her followers. This is because human beings cannot be compelled to genuinely trust and willingly accept a leader's

interpretations and requests. This is true even in a brief 15-minute meeting with an individual contributor about a minor technical or financial problem. The person must produce trust in their expertise, intentions and skills.

To lead, businesspeople make offers to help others fulfill their intentions in situations the leader understands better than their followers. What leaders understand, first and best, is the frame in which everyone will be working.

Followers are customers, employees, employers, colleagues and vendors.

Simply put, after a leader specifies their intentions, commitments or requests, they produce a “frame”, or context, for their followers that enables them to succeed.

The frame includes (1) *threats* everyone needs to avoid, (2) *obligations* they need to fulfill and (3) *opportunities* they need to exploit, that *shapes*, *limits* and *opens* new strategic and competitive thinking.

The first set of interpretations they accept is the leader’s interpretations and requests about the (1) *orientations*, or ways of being, (2) *intentions* to produce new outcomes and (3) *skills* to fulfill those intentions, that the leader specifies in their frame.

It doesn’t matter what role businesspeople hold in IR#4. Rapid change and intense global competition creates demand for effective, strategic and competitive leadership in every role.

All business owners, executives, managers, salespeople, and individual contributors need to be able to lead anyone in a

conversation or meeting when they have learned, or invented, how or why a competitive situation has changed.

Every businessperson who uses their computer to learn about new ideas, offers, business skills and strategies, and to build their networks so they can increase the productivity and value of their accomplishments, identities, leadership roles and incomes, *must know how to lead in IR#4*.

* This is one way they increase their productivity, value and incomes so they are twice as high as Normal IR#3 Incomes.

Why?

One of the radically new capabilities that computers and the internet make possible is how to quit task orientation, reliance on common sense, hard work, processes and procedures, and making incremental improvements.

For the first time in human history, they make it possible for businesspeople to design their own steady streams of fresh, new *offers, practices, narratives and strategies* (OPNS), which includes *goods and services*, that are highly valued and scarce relative to demand. In as little as 15 minutes, businesspeople can design and begin to execute a completely new OPNS that increases their productivity, value and incomes.

As global competitors learned how to do this, they created the Fourth Industrial Revolution (IR#4),

... the most rapidly changing, competitive, complex and technologically advanced global marketplace in human history.

IR#4, therefore, is a completely new “frame” for everyone, and one of its characteristics is that it continues to change every day. It is a completely new continually evolving set of competitive threats, obligations and opportunities that IR#4 Business Leaders need to speak into existence for their followers over, and over, and over, and over, again.

To compete successfully in today’s marketplace whose standards for productivity and value are reset higher throughout the day, every day, by global competitors,

... every businessperson must be able to help their “networks” of *customers, employees, employers, colleagues and vendors*,

... think and act effectively, strategically and competitively enough to fulfill their financial, career and business intentions.

In short, every new competitive situation is also a new frame of threats, obligations and opportunities.

It’s also a new set of *concerns, capabilities and strategies* to anticipate, design, produce and execute.

Rapidly changing competitive situations, and their new frames, might require an employee who holds a relatively minor role, for example, to have short meetings throughout the day with managers and executives that open new directions for thought, give new shape and scope to projects underway and limit or shut down thoughts and actions that are no longer productive or valuable enough.

In each meeting they'd design and speak a new frame, or context of *new concerns, competitive situations, capabilities needed* and *strategies* depending upon each person's role and commitments.

Their new frames for thought and action would be important tactically and strategically. They'd *open* new thinking; *shape* new ideas, skills, offers and products; and *limit* or forbid orientations, intentions, commitments, skills and outcomes that are counter-productive or no longer competitive.

Business owners or executives, on the other hand, might hold company-wide meetings via the internet to announce their interpretations of the “frame”, context and circumstances, and what they now require, forbid and allow when working for the business.

They might constitute how the marketplace, tools and competitive situations in which they find themselves require new (1) *orientations*, (2) *strategic intentions* and (3) *business skills* when using computers and the internet.

They might specify new competitive standards, or marginal utilities, everyone needs to meet given the rapidly changing and intensely competitive global marketplace in which they are all working to earn a living.

No more getting the job done and relying on your common sense, they could say. Continuing to be oriented that way isn't productive, valuable or competitive enough when using computers and the internet no matter what role you hold. Global competitors prove that every day.

Instead, we need to act in a new frame with new orientations, intentions and business skills that will shape, open and limit thought and action at work in completely new ways. To begin,

please fulfill these new strategic intentions when you work. *The better you become at fulfilling them, the more your productivity, value and income will increase.*

When people create a “frame”, they specify:

Facts and truths about the relevant concerns, situations, capabilities and strategies they anticipate having to deal with in order to fulfill their intentions or commitments

Physical principles, laws and mechanisms

How language, organizations, cultures and individuals work

How people make money, how much they need to earn and save, how to use a computer and how the marketplace works

<i>Orientations</i>	ways of being, relationships and directions for thought and action
	Aimless drift, task orientation, commonsensical, hardworking
	Ambitious, thoughtful, strategic, competitive
	What is “hard work”? Why and how is its value different in IR#3 and IR#4?
<i>Intentions</i>	or plans, to produce an outcome
	Get jobs done.
	Make incremental improvements.
	Keep busy.
	Be determined.
	Use common sense.
	Fulfill Life, Financial and Business Ambitions
	Earn and save enough money to live a good life with one’s spouse, including 25+ years of unemployment and retirement during old age
	Keep marriage vows
	Keep parenting commitments to raise children able to earn a living and to avoid becoming a parent tax or financial burden on them
	Live with dignity in the marketplace

Skills

or practices, that are used tactically or strategically to produce outcomes

The ability to use single-purpose tools to complete tasks, including computers

Use common sense to make incremental improvements

Design and execute steady streams of Offers, Practices, Narratives and Strategies that are fresh, new, highly valued and scarce relative to demand

Use new OPNS strategically and competitively to execute *The Aji Source Fundamental Strategy*

<i>Outcomes</i>	or results, that fulfill intentions and commitments
	That are the result of using computers and the internet strategically and competitively, instead of with task orientation
	That are 2 times the productivity, value and worth (income) than a Normal IR#3 Income
	That execute The ASFS or build networks, increase autonomies, produce highly valued accomplishments, establish superior identities of TVAL, create highly compensated leadership roles, produce strategic and competitive business organizations, and that anticipate future competitive threats to avoid, obligations to fulfill and opportunities to exploit

... that are required, forbidden or allowed

... because they:

Shape give form to, arrange, give qualities to or give “real properties” that affect human concerns, situations, capabilities and strategies to produce outcomes

Limit create a boundary or maximum amount, moderate, restrict, forbid -> wrong, incorrect or uncompetitive directions, accomplishments, actions, costs or profits, incomes, OPNS, identities, organizations, roles, personal incomes or savings

Open to establish newly or for the first time, create a new narrative or conversation, give access to, remove barriers, make available, without concealment, willing to debate or discuss freely

... or simply change or modify people’s “action package”

... their ambitions, moods, explanations, distinctions, interpretations, intentions, commitments, practices and outcomes

Continued.....

... with thought and action that is:

<i>Ambitious</i>	intending, eager and determined to produce an outcome in the future, especially earning and saving enough money to take care of one's family, including 25+ years of old age
<i>Thoughtful</i>	contemplative and serious about designing how they speak and act to fulfill their intentions and commitments
	Not reliant on common sense or IR#3 business orientations, intentions and skills
<i>Strategic</i>	organizing and planning thought and action in a sequence to fulfill intentions and commitments over time
	Outcomes fulfill existential, ultimate, strategic and tactical purposes
<i>Competitive</i>	designing thought and action, and OPNS, aggressively so that their value to customers is superior to local and global competitors
	Produce Normal IR#4 Incomes that are twice as high as Normal IR#3 Incomes

The Action Package

<i>Ambitions</i>	Personal intentions to produce outcomes, or satisfactory situations, in the future
<i>Moods</i>	Narratives about the future accompanied by body sensations, e.g., resignation vs confidence, hard-working vs competitive
<i>Explanations</i>	Claims people accept about people, money, how people make money, how the marketplace works, etc., that shape how they think and act in the marketplace
<i>Distinctions</i>	Words and concepts used to differentiate, establish and focus language, thought and action so that people can fulfill their intentions
<i>Interpretations</i>	Assessments and judgments people use to design and execute action
<i>Intentions</i>	Commitments and plans to produce outcomes

<i>Commitments</i>	Declarations to be the cause of producing an outcome, promises, requests, assessments, assertions
<i>Practices</i>	Named actions used to produce outcomes
<i>Outcomes</i>	The results of human action, including practices

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Framing Requirements

For Business Leaders

To “frame” a course of action to fulfill an intention or commitment,
The Speaker -- business leaders -- must:

1. Be ***trusted*** by their Listeners -- employers, employees, customers, colleagues and vendors -- to be speaking the truth
2. Say something ***highly valued*** or very important (consequential) to The Listener
3. Be granted ***authority*** by their Listeners to constitute what is (1) required, (2) forbidden and (3) allowed
4. Have their ***leadership offer*** to help (their frame) accepted by their Listeners so “followers” accept their interpretations and fulfill their requests

Intentions, Commitments and Purposes

<i>Existential</i>	Makes life and people's actions in the marketplace, their relationships and what they learn, ... meaningful, satisfying, enjoyable, worth the cost and avoids existential despair later in life
<i>Ultimate</i>	The final or last outcome to be produced by a number of strategies executed in sequence and simultaneously, ... such as completing a project, executing a strategy or earning and saving enough money to afford 25+ years of unemployment during old age
<i>Strategic</i>	Any action whose purpose is to execute, improve or make a course of action possible ... e.g., designing new networks, increasing autonomy, producing highly valued accomplishments, establishing superior identities, holding leadership roles, building organizations and anticipating future competitive situations

Tactical

Any action to change a situation in order to make progress executing a strategy, or course of action

... e.g., designing fresh, new OPNS that change situations and execute The ASFS

Task-oriented

Any action whose intention is to get a job done without awareness of, or intention to help, fulfill a larger and more important course of action

... e.g., get a job done, close the sale, hire a new employee or put a report together

Orientations

Orientations are:

Ways of being, e.g., serious, humble, ambitious, eager, enthusiastic, strategic, competitive...or...cynical, distrustful, prideful, self-important, entitled, aimless, flip, argumentative

Directions for thought and action, e.g., ambitious vs aimless

Ways of relating, e.g., accepting the challenge vs being resigned or being enthusiastic and passionate, rather than passive and disinterested

Commitments and intentions, e.g., good enough is good enough to get through the day vs producing steady streams of highly valued accomplishments

Physical locations, positions or postures with regard to something else, e.g., working with an IR#3 Network of Convenience, avoiding or engaging with an IR#4 Network of Capabilities online with colleagues and teachers

Predispositions: beliefs, attitudes, intentions, interpretations, assessments, wants, wishes, desires, e.g., relying on common sense and popular culture for answers, knowledge and orientations, or being humble, ambitious and respecting knowledge

#1 - The most powerful orientation for thought and action in competitive and non-competitive situations is created by ***knowing what you do, and do not, care about***...and how much.

#2 - The second most powerful orientation is ***humility***,

... or assessing one's capabilities to fulfill intentions in every situation
... before designing and executing thought and action to produce an outcome.

#3 - The third most powerful orientation is ***respect*** for knowledge, competitors and how people know “the truth”.

Continued...

What is truth and how do people know what truth is?

Truth is any interpretation that people accept to be consistent with, or in accordance with, reality or facts.

“Knowledge” is a characterization of people’s abilities to produce an outcome intentionally in a given set of circumstances.

When circumstances, or competitive situations, change, so must businesspeople’s knowledge.

When competitive situations change, only the specifics change. Fundamental truths, principles, laws and mechanisms never change.

Therefore, in IR#4’s rapidly changing competitive situations, the more *fundamental knowledge* about people, business and the marketplace that businesspeople learn, the more able they are to compete successfully enough in the marketplace with their career or business to earn and save enough money to take care of their families.

Epistemology is the study of knowledge, i.e., truth, belief, reason, evidence and reliability.

Epistemologists study the nature, origin and limitations of knowledge.

They study HOW people know the truth, or what they consider to be the truth, and the different ways they are, or are not, effective.

Epistemology

Here are 6 different ways businesspeople know what is, or is not, true:

1. *Personal experience* Walking in the rain
2. *Trusted people* What time is it?
3. *Deduction* Footsteps in the sand
4. *Sensations* Toothache, wanting chocolate
5. *Cultural Knowledge* Corn field and parking garage, dragons and squirrels, tuxedos and bikinis, birds and flowers
6. *Authorities* Institutions, academies, professions, organizations, etc., with special knowledge or expertise,
 ... e.g., scientists, engineers, lawyers, psychologists, philosophers

Orientations:***IR#4 Frame***

Humble Practical assessments of one's capabilities to fulfill intentions in specific situations

Respectful To organize or arrange one's thoughts and actions around the existence of something

Knowledge and truth

Time

Money

Family and Career

Competitors and Business Leaders

Tools

Identities

Roles

Organizations

<i>Responsible</i>	To declare oneself to be the cause of producing an outcome, ... e.g., to earn and save enough money to afford 25+ years of unemployment during old age
<i>Dignified</i>	Integrity and dignity in the eyes of adults, peers, colleagues, family members
<i>Ambitious</i>	Committed to produce a meaningful outcome in the future
<i>Thoughtful</i>	serious, reflective, pensive
<i>Strategic</i>	Something that fulfills, improves or makes a new plan of action possible
<i>Competitive</i>	Able to produce an outcome whose value is superior to one's competitors

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IR#3 Frame

<i>Aimless drift</i>	Reacting to competitive, marketplace, career or financial pressures in the moment
	Lacking ambition or strategic thinking about the future
	Working without saving enough for old age
<i>Hardworking</i>	Working so that one's body is tired
<i>Busy</i>	Always moving and doing something
<i>Task-oriented</i>	Intending to get jobs done without knowledge of or commitment to helping fulfill a larger and more important plan of action
<i>Commonsensical</i>	Reliant on spontaneous interpretations and conclusions from observing patterns about facts and truths that explain how reality works

Popular Culture (An Adversary)

Pandering, helping and encouraging people to indulge and gratify their “bad” habits, desires and conceits

Disrespect and contempt for knowledge and success, hubris, intellectual dishonesty

Truth and Knowledge

Money, and how much is enough

Commitments to spouse and children

The consequences of their claims

Tools, Identities, Roles

Psychological narratives intended to manipulate what people want, wish, desire, hope for, believe, intend or consider right and wrong

Greed and Envy - wanting what one has not earned, and resentment towards others who have it

Pride - defining and valuing one's own accomplishments

Conceits - vanities, self-love and admiration

Hubris - self importance

Contempt - indifference with disdain/scorn

Political

How people resolve disagreements, which means it's always about angry fights

Panders to (encourages) people's resentments, greed and envy, bad behaviors and acting out

Gain agreement, or political power

Shows and implies political power can change reality when it cannot

Dishonest, Extreme and Hypocritical

Irresponsible, or not causing outcomes

Entitlements

There's a way "things should be" ... and I shouldn't have to produce them

Immature, short-sighted, YOLO, unconcerned about future consequences

Produces "adults" who are arrested adolescents

Ignores the facts of life, especially those who are not, and never will/can be, politically correct,

... e.g., food, housing, transportation and medical care

No Truth, disdain, scorn and *contempt* for truth and those who use it

The Truth isn't really true, or not for everyone

There is no truth, except how one feels in the moment or what one wants to be true badly enough

Being contemptuous, defiant and self-important “works”, and produces no negative consequences

Marriage vows and parenting commitments are not important enough to talk about every day

Glamour

Hype and hucksters

Verisimilitude

Empty claims that money is bad

People have value, dignity and deserve money simply because they exist (What does this say about those who work for a living and pay taxes, or a LOT of taxes?)

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Values that betray with No Value

Socialism

Entitlements to money, education, medical care, transportation and dignity

The importance of entertainment: music, sports, shows, movies, news, theatre, books, arts

Culture and entertainment are not “out there”.

IR#4 Frame

Business SKILLS to fulfill intentions

How to DESIGN and EXECUTE steady streams of:

#1 - Offers

#2 - Practices

#3 - Business Narratives

#4 - Strategies

... that are:

Fresh

New

Highly valued

Scarce relative to demand

... and use them strategically and competitively

... to execute The Aji Source Fundamental Strategy

... or, to:

Build IR#4 *Networks of Capabilities*: customers, employees, colleagues, employers and vendors

Increase *autonomies*: decrease limitations and restrictions on thought and action

Produce steady streams of *highly valued accomplishments*

Establish *identities* of superior trustworthiness, value, authority and leadership (TVAL)

Hold highly compensated *leadership roles*

Build **IR#4 Business Organizations** that are strategic and competitive, rather than task-oriented and common sensical

Anticipate *future competitive situations*, or competitive threats to avoid, obligations to fulfill and opportunities to exploit