



Aji Intention Fulfillment Program

Reflection Questions

Instructions and Coaching

Increase Competitive Capabilities and Advantages

Productivity, Value and Incomes

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Reflection Questions

Instructions and Coaching

Businesspeople respond and discuss Aji's Reflection Questions in their Aji Intention Fulfillment Program Meetings after watching videos and reading papers about Aji.

Using them increases businesspeople's competitive capabilities and advantages and *doubles* their productivity, value and incomes.

It increases their abilities to design and execute new offers, practices, narratives and strategies (OPNS) and then use their designs tactically, strategically and competitively to fulfill their *ultimate* financial, career and business intentions by age 60.

Once businesspeople learn how to use Aji's Reflection Questions,

... and discover how reliable, easy, enjoyable and definitive it is to increase their value,

... they begin to use them with their colleagues, employees, employers, customers and vendors throughout the day.

“Responding” to reflection questions is not the same as “answering” them academically with a right answer.

Responding is *speculating, designing, interpreting and creating* for the sake of increasing one’s competitive capabilities to produce outcomes that fulfill their intentions, rather than coming up with a correct answer for a teacher.

It’s a different way of “being” productive and competitive in the marketplace.

Aji’s Reflection Questions are important tactically, strategically and competitively. They enable businesspeople to increase their competitiveness and value very quickly, which is essential in today’s rapidly changing global marketplace.

They make it possible to build *IR#4 Networks of Tactical, Strategic and Competitive Capabilities* with customers, colleagues, employers, employees and vendors,

... which is *The Aji Source Fundamental Strategy’s* “Strategic Pivot” (Part #6) and a “Source of Power”,

... and to quit working with obsolete Networks of Convenience that are task oriented and commonsensical,

... *and that suppress businesspeople’s value and incomes by at least 100%.*

The new interpretations, intentions, designs and actions Aji's Reflection Questions enable businesspeople to create, help them and their business organizations to *quit relying on task orientation and their common sense*,

... which suppresses businesspeople's productivity, value and incomes by at least 100%.

The constant production of new offers, practices, narratives and strategies (OPNS) that are used to execute a competitive, fundamental strategy enables businesspeople and business organizations to *hold leadership positions* in the marketplace.

It doesn't matter what businesspeople's roles are. They can all design and execute their own steady streams of fresh, new OPNS.

Using Aji's Reflection Questions isn't "hard", stressful or upsetting.

It's a set of *orientations, intentions* to produce outcomes and *skills* to fulfill those intentions that is natural and creative.

When businesspeople execute *The Aji Source Fundamental Strategy* using the four fundamental tactics (designing new OPNS), they learn the new *orientations, intentions* and *skills* they need to *double* their productivity, value and incomes.

Aji's Reflection Questions work by having businesspeople invent a continuous flow of new ways to think and act to increase their value, or the value of their OPNS throughout the day, to:

Build strategic and competitive *networks* of colleagues, employees, employers, vendors and customers

Increase their *autonomies*, or freedom to think and act competitively

Produce steady streams of new and *highly valued accomplishments*

Establish identities of trustworthiness, value, authority, leadership and dignity that are *superior* to competitors'

Hold *highly compensated leadership roles*

Build *business organizations* that are strategic and competitive, rather than task oriented and commonsensical

Anticipate *competitive threats, obligations and opportunities*

* * * * *

What is an example of Aji's Reflection Questions?

After reading a paper or watching a video about “marginal utilities” and how to design them to increase the value of their OPNS,

... businesspeople might, for example, respond to the following Reflection Questions:

1. *What is your interpretation of a “marginal utility”?*
2. *What is the “lowest possible transaction cost” and why is producing it with your OPNS important to fulfilling your ultimate financial, career and business intentions?*

Are your OPNS seductive and compelling enough to compel Buyers -- customers, employers, employees, colleagues and vendors -- to accept quickly?

How can you improve their value, so they are fresh, new, highly valued and scarce relative to demand?

3. *What is the “highest possible purchase price”, and why is it important to produce to fulfill your ultimate financial, career and business intentions by age 60?*

Are your OPNS seductive and compelling enough to produce a monopoly that compels Buyers -- customers, employers, employees, colleagues and vendors -- to increase their willingness to pay you a premium?

How can you improve their value, so they are fresh, new, highly valued and scarce relative to demand?

4. *How, exactly, does marginal utility seduce and/or compel (pleasure or force) Buyers to accept your offers quickly and increase their willingness to pay a premium?*

Are you satisfied with the power of your marginal utilities?

How can you improve their value for your most competitive offers, practices, business narratives and strategies?

5. Please speculate on *what new marginal utilities would increase the value -- the importance, utility and worth -- of your:*

Offers?

Practices?

Business Narratives?

Strategies?

*... to your customers, employers, employees,
colleagues and vendors?*

6. *How can you use the new OPNS you design and execute to increase your value -- your importance, utility and worth --*

*... and your identities of trustworthiness, value, authority,
leadership and dignity,*

... to your:

Customers?

Colleagues?

Employers?

Employees?

Vendors?

7. *How can you use your new OPNS to help you execute Parts #6 - #12 of The Aji Source Fundamental Strategy*

... tactically, strategically and competitively enough

... to fulfill your ultimate financial, career and business intentions?

8. How can you use your OPNS to improve Part:

#6 - Build IR#4 Networks with strategic and competitive capabilities,

*... rather than ones that are local, or “convenient”,
task oriented and that rely on common sense?*

#7 - Increase your autonomies, or freedom from internal limits such as a lack of knowledge and external restrictions such as not having the best tools,

... to fulfill your financial intentions?

#8 - Produce accomplishments that are highly valued and scarce relative to demand in the marketplace or your organization to increase your value?

#9 - Establish identities of superior trustworthiness, value, authority, leadership and dignity,

... to create monopolies, and then auctions, for your help

... to increase your value and income?

#10 - Hold highly compensated leadership roles?

*#11 - Build strategic and competitive business
organizations,*

*... and increase the enterprise value of your
business?*

*#12 - Anticipate future competitive threats to avoid,
obligations to fulfill and opportunities to exploit?*

How to Use Aji's Reflection Questions

When Leading an Aji IFP

Instructions

1. To use Aji's Reflection Questions in an Aji IFP

... to increase everyone's competitive capabilities and advantages:

- a. ***READ a paper*** or ***WATCH a video*** on aji.com to prepare for the meeting.
- b. ***WRITE responses*** to a set of Reflection Questions about what everyone read or watched from one of the *Focuses*, which start on page 22.
- c. ***DISCUSS everyone's responses*** to develop new interpretations, intentions and commitments, and how they will use The Strategy, to increase their productivity, value and incomes.

2. *Make each meeting easy, enjoyable and definitive.*

Easy because responding to Aji’s Reflection Questions makes sense, and because their reflections become “obvious”

Enjoyable because it is natural, creative and enables businesspeople to fulfill their most meaningful, worthwhile, satisfying and enjoyable purposes

... to make enough money to take care of their spouse and children, including 25+ years of unemployment or old age

Definitive because using Aji’s Reflection Questions “works” and everyone can see why and how it happens

3. ALWAYS work on Part #1 of The Strategy first, and keep it in existence.

Every Aji IFP Meeting's most fundamental purpose

... is to help businesspeople increase their competitive capabilities

... so that they are better able to fulfill their Life, Financial and Business Ambitions,

... and the ultimate financial, career and business intentions they create.

When businesspeople don't know their Ambitions, or they become so busy and stressed they forget them,

... the Aji IFP Meeting will have no meaning or value for them.

Until everyone is rock-solid holding and speaking their *ultimate* financial, career and business intentions by age 60 when the infirmities of old age begin to appear,

... begin each meeting with everyone speaking their intentions so they are easy, enjoyable and definitive to hear.

Have each person speak their *ultimate* financial, career and business intentions in 2-3 minutes (tops) to increase their abilities to SPEAK their:

<i>Intentions</i>	easily, enjoyably and definitively to Listeners
<i>Moods</i>	e.g., ambition, passion, enthusiasm, despair, fear, worry
<i>Satisfaction</i>	or lack of it, with their progress, to increase their productivity, value and incomes
<i>Interpretations</i>	about descriptions, meanings, relevance, value and purposes
<i>Commitments</i>	promises, requests, assessments, assertions, offers, practices, narratives and strategies

4. Discuss what they have learned responding to the questions and the new thinking, interpretations, intentions and commitments they have made.

Responding is speculating and designing, and not *answering* with the right or correct answer.

Coaching for Leaders

The purpose of Aji's Reflection Questions is:

- ... to enable businesspeople to increase their competitive capabilities and advantages
- ... and execute *The Aji Source Fundamental Strategy* strategically and competitively
- ... so that they are able to fulfill their *ultimate* financial, career and business intentions by age 60,
- ... which is when they need enough money saved to afford the “non-discretionary” goods and services they are certain to need with their spouse,
- ... i.e., food, housing, medical care and transportation,
- ... during 25+ years of old age.

Responding to Aji's Reflection Questions is not the same as ***answering*** them academically with right, smart or correct answers.

When businesspeople “respond” to a reflection question, they are asked to *speculate, interpret, design, orient themselves, create new intentions, consider new ideas and to change their Action Packages.*

It's easy, enjoyable and definitive.

* See “*The Aji Action Package*” in *Aji Notes, Volume 1.*

Responding to and discussing reflection questions generates moods of *ambition* and *resolve*, *wonder* about all there is to learn, *enthusiasm* for the work that needs to be accomplished, *passion* for the future they are producing and *dignity* in the marketplace and at home.

It also enables businesspeople to quit and avoid moods of *despair* and *resignation* about their ability to save enough money to afford the food, housing, medical care and transportation they are certain to need with their spouse during 25+ years of retirement.

1. Remember, the minimum requirements to lead an Aji IFP are:

- a. Know *The Aji Source Fundamental Strategy's* 12 strategic and competitive intentions, and why they work in sequence

- b. Know how to design a fresh, new offer, practice, narrative and strategy that is highly valued and scarce relative to demand

* This becomes possible when businesspeople are about halfway through *The Aji Starter's Course*.

The Introduction to Aji Course introduces and orients them to these two competitive capabilities.

The Aji Starter's Course helps them build minimal competence.

2. If you are new leading an Aji IFP, be a beginner.

Don't "fake it".

- a. Follow the instructions and ask for help if you need it.
- b. Avoid being pretentious with your participants. Be a beginner. Be open about what, why and how you are learning to lead.
- c. Consider joining an Aji IFP on aji.com to increase your leadership skills.
- d. Allow your leadership skills to grow gradually over 10-12 Aji IFP Meetings.

3. Always learn each participant's financial, career and business intentions so that you can help them produce outcomes that fulfill them.

4. *Maintain everyone's dignity in each Aji IFP Meeting.*

- a. Everyone completes their preparation for the meeting.
- b. Everyone is on time and ready to go.
- c. Everyone is responsible for producing value for themselves during the meeting.

5. *When you are working with an Aji distinction or practice for the first time:*

- a. Use Aji's Reflection Questions that focus on description, meaning, relevance, value and purpose (DMRVP)

... to make *fundamental interpretations*, first.
- b. Use DMRVP to make *specific interpretations*, second,

... about how participants will use what they learn after the meeting

... to fulfill their financial, career and business intentions

... in their specific competitive situations, careers and businesses.

6. *Make sure everyone has many new ideas about how they will use Aji immediately*

... to design and execute new offers, practices, narratives and strategies (OPNS)

... to increase their productivity, value and incomes.

7. *Avoid intellectualizing Aji by keeping the meetings practical.*

Have everyone speak about how they will ACT with, or USE, whatever they are learning to increase their productivity, value and incomes.

Aji is a *practical* discourse, a fundamental strategy that is a means to an end, about how to act in the marketplace like a sport or martial art to fulfill businesspeople's financial, career and business intentions

... to survive, adapt over time and live a good life with their family.

It isn't academic. There are no grades. No one makes money because they understand Aji.

To double businesspeople's productivity, value and incomes, businesspeople must invent their own new narratives, intentions, commitments, OPNS and business skills to execute The Strategy and produce new financial outcomes.

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Aji's Reflection Questions

Focuses

Aji's Reflection Questions can be focused on increasing competitive capabilities and advantages in different ways.

These notes show how to focus Aji's Reflection Questions on:

Part One: Use these focuses first

1. Part #1 of The Strategy
2. DMRVP
3. Part #2 of The Strategy
4. CSCS: Concerns, Situations, Capabilities and Strategies
5. The Action Package
6. Commitments

Part Two

7. Tactical Meetings: “The Tactical Pivot” (Part #5, OPNS)
8. Strategic Meetings: “The Strategic Pivot” (Part #6, IR#4
NWC)
9. Competitive Meetings: Ethics of Power (Part #4)

Part Three

10. The Spine of Business Concerns
11. The Sales Conversation

When businesspeople participate in an ***Aji Intention Fulfillment Program (IFP)***, they write responses to Aji's Reflection Questions and then discuss what they learn and their new thinking during their meetings.

When businesspeople take ***The Introduction to Aji Course*** and ***The Aji Starter's Course***, they respond to Aji's Reflection Questions for each Assignment, whether they are participating in an Aji IFP, or not.

As businesspeople learn why and how Aji works reliably and predictably, and begin to use Aji's Reflection Questions to increase their competitive capabilities and advantages, they discover that executing The Strategy also shows them what they need to learn next,

... and why that is important tactically, strategically and competitively.

That's why Aji IFPs use Aji's Reflection Questions with different tactical, strategic and competitive focuses.

When businesspeople realize they need to improve their ability to execute *The Aji Source Fundamental Strategy*, design and execute new OPNS, or improve their Ethics of Power, Identities of TVAL&D or sales skills,

... Aji's Reflection Questions are easily focused to help them fulfill those intentions

... *easily, enjoyably and definitively.*

Use the focuses below to respond to Aji's Reflection Questions. They will help everyone build their competitive capabilities and advantages.

Pick a focus that is relevant to the paper or video you are going to read or watch to prepare for your Aji IFP Meeting.

WRITE responses to the questions before the meeting.

DISCUSS everyone's responses and the new thinking, interpretations, intentions and commitments they make.

1. Part #1 of The Strategy:

- a. Constitute Life, Financial and Business Ambitions
- b. Determine income and savings gaps to bridge with Aji
- c. Declare ultimate financial, career and business intentions by age 60,
 - ... when businesspeople need enough money saved to avoid running out of it with their spouse before they are at least 90 years old

What are your Life, Financial and Business Ambitions, and why are they deeply-meaningful, satisfying (no regrets), worthwhile and enjoyable to fulfill?

Given your Ambitions, what are your ultimate financial, career and business intentions, especially your financial intentions, and how do they enable you to fulfill your Ambitions?

Do your Ambitions enable you to keep your (1) marriage vows and (2) your parenting commitments?

What are your income and savings Gaps? How are these actually Knowledge and Power Gaps?

2. DMRVP

Learn, design and explain innovations using

... Descriptions, Meanings, Relevance, Value and Purposes (DMRVP) about:

Offers, Practices, Narratives and Strategies (OPNS)

Concerns, Situations, Capabilities and Strategies (CSCS)

Each part of The Strategy

The Action Package

Design, Deconstruct, Assess and Anticipate NEW OPNS made by:

Competitors

Vendors

Colleagues

Employers

Employees

DMRVPs

What is the **description** of the distinction or practice you are working on in this Aji IFP Meeting:

How does it appear to people's senses? What does it look, smell, feel, taste and sound like?

How does it trigger their psychology or moods? How does it make people feel?

How does it work or operate?

In what contexts does it appear, or not appear?

What are the **meanings** of the distinction or practice:

How do the new situations produced by the distinction or practice -- the new OPNS's threats, obligations and opportunities -- drive NEW action into existence?

New offers, or goods and services, for example, are new competitive situations that drive customers to accept and competitors to compete.

How does the new action produced by the distinction or practice -- the new OPNS they require or generate -- produce NEW situations, with new threats to avoid, obligations to fulfill and opportunities to exploit?

New offers, or goods and services, are also new actions in the marketplace that create new competitive situations.

*How is the distinction or practice **relevant**, or applicable, to fulfilling your financial, career and business intentions:*

Why or how is it valuable, or:

Important Consequential?

Useful Practical, produces outcomes?

Worthwhile Worth the time, energy, money and lost opportunities to buy and use?

... and why is its value superior to your competitors'?

What are the distinction's or practice's tactical, strategic and competitive purposes:

<i>Tactical</i>	to change situations to advance action, or make progress, to execute a strategy?
<i>Strategic</i>	to execute, improve or make a new action plan possible?
<i>Competitive</i>	to produce outcomes whose value is superior to competitors' from the Buyer's point of view?

How will you use the distinction or practice to execute Parts #5 - #12 of The Aji Source Fundamental Strategy to fulfill your financial, career and business intentions?

#5 - OPNS

#6 - IR#4 Networks of Capabilities

#7 - Autonomies

#8 - Accomplishments

#9 - Identities

#10 - Leadership roles

#11 - Business organizations

#12 - Anticipations of future Threats, Obligations and Opportunities

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3. Part #2 of The Strategy: Philosophies of Care and Competition

Philosophies of Care

Human beings, marriages, finances, careers and identities, and business organizations

... are organized, or arranged, around taking satisfactory care of their *fundamental* “concerns”,

... and in *specific ways* to cope with their *specific competitive situations*,

... or sets of competitive threats to avoid, obligations to fulfill and opportunities to exploit.

Human beings, for example, organize their lives around taking care of four “non-discretionary concerns” *even if they don’t realize it, or want to do it.*

These concerns are (1) food, (2) housing, (3) medical care and (4) transportation.

They are “non-discretionary” because failing to take care of these concerns to a satisfactory standard produces pain, chronic stress, despair and suffering.

Because people live in different locations with different histories and cultures, they invent *specifically different ways* to:

Eat, and feed their families

House themselves and their families

Treat illnesses and accidents

Move around to get the help they need in their *specific* circumstances

Businesses and careers in IR#4 organize around a small set of *fundamental* concerns, too.

The first six *fundamental* concerns that exist for every career and business in IR#4, regardless of its size are:

Constitution

Strategy

Capital structures: Human capital, capital equipment, capital inventories, operating capital and financial capital

Selling

Producing new OPNS

Making profits

...or they go out of existence.

* There are 16 additional business concerns. You can read brief descriptions of all 22 on aji.com.

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The fundamental Aji Reflection Question about Philosophies of Care is:

What human, marital, financial, career and business concerns need to be cared for, to what standard, and why,

... to fulfill businesspeople's ultimate financial, career and business intentions?

*What are people's fundamental **human concerns**? (13 concerns)*

... and how do you intend to fulfill your specific human concerns?

*What are the fundamental **marital concerns**? (12 concerns)*

... and how do you intend to fulfill your specific marriage concerns such as your vows and parenting commitments?

*What are the fundamental **financial concerns**? (6 concerns)*

... and how do you intend to fulfill your specific financial concerns?

- 4% maximum withdrawals from passively invested money
- 3% average inflation
- 8% average stock market returns

Human concerns are fixed and permanent.

Prices for “non-discretionary” goods and services -- food, housing, medical care and transportation needed to survive and adapt over time -- are set in the marketplace without concern for people’s abilities to pay for them.

Businesspeople and their spouses are likely to live until they are 90 years old.

*What are the fundamental **career, or identity, concerns**?*

(The Strategy's 12 intentions)

... and how do you intend to fulfill your specific career concerns?

*What are the six fundamental **business concerns, or The Spine of Career and Business Concerns**?*

How are you taking care of each one in your career or business organization?

Are you satisfied with your current competitive capabilities to take care of each of the six?

What actions do you intend to take now to improve your competitive capabilities and advantages so that you can fulfill them tactically, strategically and competitively enough to fulfill your financial, career and business intentions?

*What are the remaining 16 **business concerns**? (22 concerns total)*

... and how do you intend to fulfill those that are relevant in your specific career and/or business organization?

* * * * *

Philosophies of Competition

Competitions are, fundamentally, contests between two or more competitors to win a “prize”.

The Winner is determined by Prospective Buyers. They judge which competitor produces the most valuable, or helpful, outcomes with their offers, practices, narratives and strategies.

Prospective Buyers are customers, employers, employees, colleagues and vendors.

Fundamentally, the “best outcome” is always an offer, practice, narrative or strategy that is the most helpful, or that best helps the Buyer produce outcomes that fulfill their intentions.

Because businesspeople use computers and the internet, the “best” OPNS today are (1) fresh, (2) new, (3) highly valued and (4) scarce relative to demand.

Competition is harsh and the consequences can be brutal to businesspeople's families and businesses when businesspeople can't make enough money.

Marketplace competitions are "winners take all".

Losers "lose" all of the time, energy, money and lost opportunities they "spend" to compete.

Everyone competes in the marketplace to earn prize money, or income, to support their family with their offers, practices, narratives and strategies.

Employers Compete for employees, customers and vendors.

Employees Compete for employers.

Customers Compete for vendors.

Colleagues Compete for help and leadership roles with colleagues.

Vendors Compete for customers.

What is competition for you now?

Fundamentally, how has using computers and the internet changed the competitive situations in which businesspeople and business organizations find themselves having to compete to earn a living?

Speed, complexity, competitiveness, new technologies?

How has “earning a living” changed since IR#4 began and pensions for businesspeople were competed out of existence?

What is the “power” of marginal utilities to seduce and compel people? How do they work?

What is “value”, and why does it only exist when OPNS are “scarce relative to demand”?

When OPNS are “common”, Buyers don’t bother to assess value. They don’t have to. They allow marketplace competition to set the price for them.

Why doesn't relying on common sense work when using computers and the internet?

What is task orientation and why isn't it competitive in IR#4?

What makes using a competitive, fundamental strategy such as The Aji Source Fundamental Strategy so much more competitive than hard work, getting the job done and relying on common sense in IR#4, or when using computers and the internet to make money?

4. CSCS:

Concerns, Situations, Capabilities and Strategies

*What human, marital, financial, career and business **concerns***

... do you need to take care of,

... to what standard, and why,

... to fulfill your financial, career and business intentions?

*What **competitive situations** exist:*

*Threats to avoid? (competitors, technologies, politics,
economics)*

Obligations to fulfill? (COS, time, quality)

Opportunities to exploit?

... created by competitors' OPNS,

*... or those of your colleagues, employers, employees and
vendors,*

*... and how do you cope with and exploit their existence
to fulfill your intentions?*

*What **tactical, strategic and competitive capabilities** do you
need to learn, or improve,*

... to fulfill your intentions?

*What **strategies**, or complex action plans,*

... do you need to learn, design and execute,

... to fulfill your intentions?

5. *The Action Package*

Every human being develops an Action Package of different orientations and actions they use to act effectively, or to produce outcomes that fulfill their intentions.

Engineers, doctors and lawyers, for example, learn different Action Packages.

An Action Package is a human being's:

Ambitions, Moods, Explanations,
Distinctions, Interpretations, Intentions,
Commitments, Practices and Outcomes

IR#4's competitive situations require a completely new Action Package to cope with rapid change, competitiveness, complexity and new technologies.

Consequently, businesspeople need to redesign and improve their Action Package throughout the day.

Businesspeople always have a fundamental, or underlying, Action Package that is biological, personal, historical and cultural that they must be able to notice, observe, assess and modify to fulfill their financial, career and business intentions.

What is your Action Package?

*What are your **ambitions** to survive, adapt over time, and live a good life?*

*What are your **moods** of ambition, passion about the future, enthusiasm about work, wonder about all there is to learn?*

Are you in “good moods” or “bad moods” to learn, communicate, coordinate thought and action, and to design fresh, new OPNS you can use tactically, strategically and competitively?

*What are your **explanations** about people, business, competition, computers and the internet, money, tools, identities, organizations, leadership, etc., that need to be tactical, strategic and competitive?*

*What are the **distinctions** you use to notice, observe, assess, design and execute new OPNS?*

*What are the **interpretations** about DMRVP, OPNS, CSCS and Aji you use to design new tactics and strategies?*

*What are your **intentions** to produce tactical, strategic, competitive and financial outcomes*

... to fulfill your financial, career and business intentions?

*What are your **commitments** -- simple and complex -- to customers, employers, employees, colleagues and vendors,*

... and are they satisfactory?

*What are the **practices**, or new business skills,*

... you use to produce outcomes to fulfill intentions

... and are they satisfactory?

*What are the **outcomes**, or results, of your thoughts and actions,*

... or your OPNS, networks, autonomies, accomplishments, identities, leadership roles, business organizations and anticipations,

... that will fulfill your financial, career and business intentions?

* * * * *

Here is a bit about each of the Aji Action Package distinctions:

<i>Ambitions</i>	<p>Commitments to produce financial, career and business outcomes and situations in the future</p> <p>... to survive, adapt to changing circumstances and live a good life without a pension</p>
<i>Moods</i>	<p>Ungrounded assessments and expectations about life in the future,</p> <p>... accompanied by body sensations, e.g., moods of ambition, despair, wonder, enthusiasm, passion</p>
<i>Explanations</i>	<p>Statements or stories that enable Listeners to “see clearly”, understand or act effectively to fulfill their intentions</p> <p>DMRVP is a method to produce explanations about new OPNS.</p>
<i>Distinctions</i>	<p>Words and explanations that bring something into existence or contrast it with something else</p>

<i>Interpretations</i>	Judgments or assessments about OPNS or CSCS to enable effective thought and action
<i>Intentions</i>	Personal purposes, aims or plans to produce an outcome
<i>Commitments</i>	Public declarations that businesspeople will cause an outcome, or a “condition of satisfaction”, by a specified time
<i>Practices</i>	Named actions used to produce outcomes to fulfill intentions such as “designing an offer”, “executing The Strategy” or “helping” people
<i>Outcomes</i>	Results, consequences, effects and products of thought and action

6. *Commitments*

A “commitment” is a declaration of cause.

When businesspeople “make a commitment” they announce that they will assume responsibility for, or be the cause of, producing an outcome.

There are only 5 *fundamental commitments (simple)* human beings can make, regardless of the language they speak or their culture.

<i>Promises</i>	Produce an outcome, or “condition of satisfaction”, by a specified time
<i>Requests</i>	Announcements of desire to accept a promise coupled with compensation if people accept and/or punishment if people decline
<i>Declarations</i>	Announcements about how people will “be”, “act” or “produce an outcome” in the future
<i>Assessments</i>	A well-grounded interpretation that enables, designs or executes thought and action to fulfill an intention
<i>Assertions</i>	A fact or truth

Businesspeople also make an array of *complex, fundamental commitments*,

... *e.g.* OPNS, complaints, apologies, missions, ambitions, strategies.

Businesspeople's identities of trustworthiness, value, authority, leadership and dignity (TVAL&D)

... are grounded in the accomplishments they produce with the simple and complex commitments they are able to design, speak and fulfill.

How can you improve the value of your simple commitments? (Make them more important, useful and worthwhile to accept.)

How can you improve the “conditions of satisfaction” of your promises and/or the “time” -- by when -- they will be fulfilled?

How can you improve the COS and “by when” of the requests you make to colleagues, employers, employees, customers and vendors?

How can you improve the “declarations” you make about your intentions and value?

How can you improve the grounding and interpretations you make when you assess DMRVPs, CSCS, OPNS and how you execute The Strategy?

How can you improve the “power” of your assertions so they are more seductive, compelling and valuable?

How can you improve the “marginal utilities” of your OPNS so they are fresh, new, highly valued and scarce relative to demand?

How can you improve the commitments you make when you execute each part of The Strategy?

7. Tactical Meetings, “The Tactical Pivot”

How do businesspeople design and execute a NEW:

Offer?

Practice?

Business Narrative?

Strategy?

... so its marginal utilities are (1) fresh, (2) new, (3) highly valued, and (4) scarce relative to demand

... and execute The Strategy competitively enough to fulfill their financial, career and business intentions?

Please deconstruct your most valuable offer, practice, business narrative and strategy to illustrate your explanations and claims.

*How do businesspeople improve the value of their **EXISTING OPNS** with new marginal utilities that are fresh, new, highly valued and scarce relative to demand?*

How can you improve the value of your most competitive offer, practice, business narrative and strategy?

How do businesspeople use new or improved OPNS tactically, strategically and competitively to execute The Aji Source Fundamental Strategy?

How do you intend to use your most valuable offer, practice, business narrative and strategy to execute The Strategy:

- Tactically?* To change situations' threats, obligations and opportunities, interpretations, intentions, moods, commitments, etc.
- Strategically?* To execute a strategy?
To improve a strategy?
To make a new strategy, or plan of action, possible?
- Competitively?* To produce monopolies and actions in the marketplace or your business organization by designing OPNS whose marginal utilities are fresh, new, highly valued and scarce relative to demand?

Please (1) deconstruct and (2) assess the DMRVP

... of your competitors' most seductive and compelling offers, practices, narratives and strategies,

... and the goods and services they produce with them,

... and then design better ones with more valuable marginal utilities for yourself.

How can you design your most strategic and competitive offers, practices, business narratives and strategies,

... so that they are more valuable -- important, useful and worthwhile -- than your competitors'

... and create monopolies for you, even if it's only for a day?

** "Competitors" can include colleagues, employees, employers, vendors and customers.*

How can you design and speak each offer, practice, business narrative and strategy you design

... so each one is easy, enjoyable and definitive to listen to?

* * * * *

8. Strategic Meetings, “The Strategic Pivot”

What is the DMRVP of each of The Strategy’s 12 parts?

How and why does each part flow in sequence?

Go backwards through The Strategy and diagnose which parts of The Strategy need to be improved to hold a highly compensated leadership role.

What part of The Strategy do you need to improve now to fulfill your financial, career and business intentions?

For example, if #10, your leadership offers, are not satisfactory, is it your identities?, accomplishments?, autonomies?, IR#4 Networks of Capabilities?, or the OPNS you are able to design and execute?

What part of The Strategy do you need to improve most? Why? How will you do it?

How do businesspeople and business organizations use the OPNS they design to execute each part of The Strategy?

What new OPNS do you need to design to execute each part of The Strategy more competitively?

* * * * *

9. Competitive Meetings: Ethics of Power

Ethics of Power are standards of conduct, or ways of behaving in the marketplace,

... that *always* increase competitive capabilities and advantages, productivity, value and incomes.

Power in competitive situations is having capabilities to produce outcomes that are *superior* to your competitors' OPNS.

Power comes from "Sources of Power" such as IR#4's Networks of Capabilities (Part #6 of The Strategy), tools, knowledge, money, identities, etc.

Sources of Power

Forms of Power

Categories of Power

Axioms of Power's Operations

Methods of Accumulating Power

The “Ethics of Power” needed to compete successfully in IR#4 when using computers and the internet to make money are completely different than those used in IR#3, or before 1980, when businesspeople used “single-purpose tools” such as pencils, calculators, lathes, elevators and land-line telephones to make money.

How do businesspeople and business organizations compete successfully in a global marketplace organized around the use of computers and the internet?

How do you intend to do this in your specific competitive situations with your specific customers, employers, employees, colleagues and vendors?

How do businesspeople and business organizations compete successfully in rapid change, increasing complexity, intense global competition and with new technologies?

Why can't reliance on common sense and task orientation compete successfully in a marketplace with competitors who are strategically oriented?

Given how you have responded, how will you increase your competitive capabilities and advantages in your specific competitive situations with your specific customers, employers, employees, colleagues and vendors?

What new “Sources of Power” do businesspeople and business organizations need to exploit to fulfill their financial, career and business intentions, other than hard work, common sense and task orientation,

... e.g., ambitions, knowledge, ethics, tools, money, OPNS, strategic networks, autonomies, accomplishments, identities, leadership roles, business organizations and anticipations?

What new “Sources of Power” do you need to use, or increase your abilities to use, to fulfill your financial, career and business intentions?

What new Forms, Categories, Axioms about Power’s Operations and Methods of Accumulating Power do businesspeople need to know about and exploit to think and act tactically, strategically and competitively with their computers, instead of relying on their common sense and focus on getting jobs done?

What new specific Forms, Categories, Axioms about Power’s Operations and Methods of Accumulating Power do you need to learn or create to fulfill your financial, career and business intentions?

What “Ethics of Power” are you using to your satisfaction,

... and which one’s do you need to develop,

*... e.g., moving first, fast and persistently, always designing
new OPNS with marginal utilities,*

... to fulfill your financial, career and business intentions?

10. The Spine of Business Concerns

Executive - Visionary

CEOs, CFOs, COOs, CTOs, etc.

CAREERS

Constitution, Strategy and Capital Structures

*What is the **constitution** of your career or business?*

What is your fundamental Offer, or OPNS, in the marketplace?

How can you improve it?

What are three reasons it is not possible to earn a living when operating a hot dog stand? Is your constitution a hot dog stand?

*How will you execute The Strategy **specifically** to fulfill your financial, career and business intentions?*

*How does your **specific strategy** use each of The Strategy's fundamental intentions?*

*What are your **capital structures**, and how do you need to improve them to fulfill your intentions?*

<i>Human capital</i>	People who are able to make and fulfill the commitments you need to help you fulfill your intentions
<i>Capital equipment</i>	Tools -- computers and the internet -- used to amplify your knowledge to produce outcomes <i>Do you need to improve or update them?</i> <i>Do Users such as employees know how to use them tactically, strategically and competitively, or are they still task oriented?</i>
<i>Capital inventories</i>	OPNS, goods and services, ready to sell
<i>Operating capital</i>	Money used to “operate” your career and business
<i>Financial capital</i>	Money used to invest in new careers or business organizations

Managerial - Operational

president, vice president, directors,

managers and supervisors

CAREERS

Selling, Producing new OPNS and Profits

*What is your **sales plan** to customers, employees, employers, colleagues and vendors to fulfill your **ultimate** financial, career and business intentions?*

*Are your **sales skills** “expert” as people see on the internet, which is required to make money in IR#4 regardless of your role?*

Are you satisfied with your ability to sell?

Do you know each part of the sales conversation’s fundamental, tactical, strategic and competitive purposes?

*Can you produce the **lowest possible transaction costs** and the **highest possible purchase price** with each transaction?*

* Remember, global competitors are setting new standards for selling on the internet every day.

*Can you **design and execute the OPNS** with marginal utilities that are fresh, new, highly valued and scarce relative to demand,*

... including goods and services,

... you need to fulfill your intentions?

*Are your revenues and costs lined up to produce sufficient **profits**,*

... or are your OPNS profitable enough,

... to fulfill your financial, career and business intentions?

Producing new OPNS *Can you design your OPNS so that they are fresh, new, highly valued and scarce relative to demand,*

... so people accept them quickly and pay you very well,

... so your productivity, value and income fulfills your intentions?

Profitability *Are you able to manage your revenues, costs and expenses, or income,*

... so that you can earn and save enough money

... to fulfill your ultimate financial, career and business intentions?

* * * * *

11. The Sales Conversation, normal and Top 1%

A “sales conversation” is any conversation whose intention is to produce a transaction.

Standards for how good businesspeople’s sales conversations need to be to fulfill their financial, career and business intentions are set throughout the day on the internet by CEOs of global corporations.

*What is each part of the sales conversation’s **tactical purpose** to produce a transaction?*

*What is each part’s **strategic purpose** to produce a transaction?*

*What is each part’s **competitive purpose** to produce a transaction?*

*What outcomes **must** businesspeople produce in each part of the sales conversation, or what “situation” for the Prospect in terms of their moods, interpretations and commitments, before they can move to the next part successfully?*

How can you design and speak each part of the sales conversation so that it is seductive, compelling, easy to hear, enjoyable and definitive so that Prospective Buyers,

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

*#1 - Close quickly to produce the “**lowest possible transaction costs**”?*

*#2 - Increase their willingness to pay a premium to produce the “**highest possible purchase price**”?*

How does being able to produce the lowest possible transaction costs

... and the highest possible purchase price, which includes incomes and bonuses,

*... help you increase your opportunities to fulfill your **ultimate** financial, career and business intentions?*

*How can you improve the **marginal utilities** of the OPNS you use to execute each part of The Sales Conversation so that you can fulfill your financial, career and business intentions?*

What is:

- Marketing?* Finding or producing “markets”, which are people and businesses that “want help”
- Prospecting?* To “trigger the attention” of people who want help so that they are willing to engage in a sales conversation
- Greeting?* To acknowledge a prospect’s existence in a way that begins to establish identities of trustworthiness, value, authority, leadership and value that is *superior* in the marketplace
- Qualifying?* To determine if the prospect’s CSCS make a transaction possible, create narratives and commitments, continue to establish identities of TVAL&D, seduce and compel
- Presenting?* Sum up prospect’s narratives and commitments, establish *superior* identities of TVAL&D, make proposals to transact

<i>Handling objections?</i>	Help the prospect resolve interpretations about “threats” -- sources of harm -- to fulfilling their intentions
<i>Closing?</i>	Making a commitment to transact, or exchange a good/service for a purchase price
<i>Re-closing?</i>	To check after closing for second thoughts or withheld worries to catch them quickly and further build identities of <i>superior</i> TVAL&D
<i>Fulfilling?</i>	To produce outcomes that fulfill “conditions of satisfaction” from the Buyer’s point of view
<i>Producing satisfaction?</i>	To create assessments and moods of satisfaction, or willingness to transact again in the future

How can you design and speak each part of your Sales Conversations so that it is:

Seductive and compelling?

Easy, enjoyable and definitive to hear?

Please deconstruct each part of your competitors' sales conversations:

Online

In person

Do the same for your:

Colleagues

Employers

Employees

Customers

Vendors