



Producing Superior Trustworthiness

(\$400k - \$4m)

To generate top 1% annual incomes between *\$400k and \$4m*,

... which is the *real* amount of income people need to earn in order to fulfill their intentions, make enough money to live a good life now *and* save enough money at the same time to live a good life through 25+ years of unemployment or during their old age,

... ambitious people's trustworthiness must be superior to common trustworthiness, which generates bottom 99% incomes below \$400k.

Common trustworthiness triggers indifference to value and "pricing" the same way *common* offers, practices and narratives do.

When ordinary businesspeople claim to be trustworthy in typical ways, they unwittingly thwart their intentions to produce high annual incomes.

The marketplace yawns, ignores their rhetoric and "prices" them, which forces them to lower their prices or requests for compensation so that they end up earning bottom 99% annual incomes.

To avoid the indifference to value that is triggered by normal, ordinary, typical or *mediocre* trustworthiness, ambitious businesspeople become experts in producing *uncommon*, strategic and *superior* trustworthiness every time they make an offer, perform a practice, speak an explanatory narrative -- description, meanings, relevance, value or purposes or make a commitment -- promise, request, assertion, assessment or constitutive declaration.

The first fundamental action of producing *uncommon*, strategic and *superior* knowledge and skills is learning distinctions that enable *uncommon*, strategic and *superior* capacity to notice, observe, assess, design, prepare for action and perform.

To produce *uncommon*, strategic and *superior* trustworthiness -- the capacity to be worthy of trust -- the first distinctions that ambitious businesspeople must learn are *uncommon*, strategic and *superior* interpretations about trust.

With the trustworthiness they produce from learning these distinctions, they generate competitive advantages and *superior* value.

Their trustworthiness compels assessments of value, rather than indifference, from customers, employers, employees and colleagues because *superior* trustworthiness is scarce relative to demand, costly to find elsewhere and difficult to produce on one's own in unfamiliar domains of action.

Here are some interpretations about trust we provide at *The Aji Network*.

“Trust” is an assessment about how a person will act with regard to the concerns, situations or capabilities of another.

It enables people to *anticipate*, or act in advance of, the actions of another. This drops costs associated with distrust and opens *strategic* opportunities to move forward quickly and aggressively.

Trust is “domain specific”. We trust people to think and act the way we anticipate only in specific domains of action and at specific times.

We trust our dentist if or when we think we can *anticipate* how he will act regarding caring for our teeth and we don't confuse his competence in that domain with his capacity to invest, select a jury or re-wire electrical appliances.

Only when people are ***“dignified”***, which is a special and much more sophisticated form of trust, do we trust them to act with integrity and value in all domains of life. I will speak about dignity in another essay.

“Trust” and “distrust” have exactly the same meaning.

Both mean we trust someone or can anticipate how they will think and act with regard to our concerns.

Using them weakens effective thought and action because they are absolute and confusing.

Trust is never absolute. Assessments are never 100% and people change.

And trust and distrust morph into one another as quickly as our point of view, interpretations of concerns or situations change.

To think and act with *superior* effectiveness about trust, ambitious businesspeople need to think clearly about what and how much they can anticipate people's thoughts and actions.

Trust is a “valueless” assessment. It is not limited by the values of the person making the assessment, which is *very* important for people who make competitive assessments of trust.

We “trust” other people to the extent we can anticipate how they will think and act and not whether they do what we want them to do, which is a *common* misinterpretation of trust.

We may care whether people will do what we want them to do or what we feel is the right thing to do, but we trust them when we can anticipate what they will do, whether it is desirable or not.

A business owner, for instance, may be exceptionally trustworthy in the domain of always thinking and acting in terms of his business' enterprise value. This may lead to behavior some people don't like. It may lead to behavior that appears to be untrustworthy because he breaks commitments or changes his mind.

But what it may actually reveal is thought and action that is exceptionally trustworthy.

And the person who can notice, observe and assess the business owner's trustworthiness is in a position to *anticipate* that trustworthiness with their offers, practices and narratives.

They are in a position to produce competitive advantages and *superior* value because of their *superior* capacity to notice, observe and assess trustworthiness.

Similar examples can be made about competitors, customers, employers, employee, colleagues, vendors, bankers, etc.

We trust people who we anticipate will betray us, behave like jerks in certain circumstances or fail to keep promises as much as we trust people who are our friends or advisors because they are sincere, reliable and competent with their commitments and performance when they take care of us.

Whether we fear, dislike or disapprove of the thoughts and actions we *anticipate* or trust is irrelevant.

Whatever thoughts and actions we can anticipate, regardless of their meanings, value or purposes, enables us to think and act more effectively to fulfill our ambitions. That is the value of learning to produce assessments of trust.

Betrayal, jerky behavior and inability to keep promises are nothing more or less than different willingness, capacities or orientations to think and act sincerely, competently and reliably, even if they are undesirable or below acceptable standards.

We “trust” our enemies because we know that they will do what they can to harm us.

The fact that the orientation of their competence is directed and focused to hurt us does not reduce their fundamental trustworthiness to do us harm.

Respecting the trustworthiness of one’s enemies is an axiom of power needed for survival.

We “trust” our competitors because we know they will act indifferently towards us in pursuit of their own agendas.

We may not like it when competitors act indifferently towards our concerns, but we better respect their trustworthiness doing so if we seek to compete against them effectively.

We “trust” jerks to try and get away with as much as they can for as long as they can without being responsible for the consequences of their actions to our concerns.

We “trust” *charming jerks* to use their charm to get away with irresponsible behavior.

We “trust” *criminal jerks* to knowingly cause harm to others while they are behaving irresponsibly.

We “trust” *ethical jerks* to try and escape the consequences of their irresponsibility by proclaiming loudly how virtuous they are for stopping their behavior after they get caught.

We “trust” our friends to do what they can to help us take care of our concerns.

To the extent people judge that they can anticipate how someone will act to affect their concerns, situations or capabilities, they can trust them to different *degrees*.

People can trust people fully, partially or not at all.

Customers, employers, employees and colleagues trust each other to different degrees in different domains to the extent they can *anticipate* that their concerns will be cared for.

Ambitious businesspeople learn to produce *uncommon*, strategic and *superior* assessments of their trustworthiness in whichever domains of action intersect with producing new, *uncommon*, strategic and *superior* offers, practices and narratives.

Why are these interpretations of trust important?

The Aji Network's interpretations of trust are important because they enable ambitious businesspeople to think and act more powerfully than businesspeople using *common* sense or *common* knowledge of trust.

They enable ambitious businesspeople to produce strategic outcomes necessary to continually accumulate power such as *highly*-valued accomplishments -- offers, practices and narratives -- rather than *common* ones, to demonstrate and display their *superior* trustworthiness and value to customers, employers, employees and colleagues.

They're important because they open new opportunities to produce competitive advantages and *superior* value that increase incomes and enterprise values by increasing revenues and keeping costs down.

They're important because they enable ambitious businesspeople to apply force to competitors' thoughts and actions.

When competitors realize they can trust ambitious businesspeople to *always* respond effectively to competitive challenges in ways that reduce the return on investments competitors make to produce the challenges, they will look elsewhere to compete.

They're important because they enable ambitious businesspeople to apply forces that compel customers to think and act respectfully so that incomes and revenues go up and costs drop.

When lousy, unappreciative and spoiled customers realize they can trust an ambitious businessperson to refuse more transactions with them when they do not compensate as requested or with appreciation, they are more likely to behave appreciatively.

They get the consequences of their misconduct when they realize they must transact with the ambitious businessperson to survive, be free and live a good life or maintain the viability of their business.

They're important for maintaining employee productivity, and keeping costs of managing them low.

When valuable employees know a manager or owner will *always* compensate them as promised, or even pay a bit more, they can relax and focus on their work.

They're important for maintaining respect with employees, which is needed to retain them, produce dignity and support commitments, direction and focus at work.

When new employees or employees of questionable value trust that the owner is always soliciting new resumes, which means the owner always has the means to replace them, they are more likely to avoid behavior that is mediocre, unproductive or costly.

After ambitious businesspeople learn *uncommon*, strategic and *superior* distinctions for trust, the next step for producing *uncommon*, strategic and *superior* trustworthiness is to learn how trustworthiness is assessed.

How is superior trustworthiness assessed?

Before ambitious and successful customers, employers, employees or colleagues will consider an offer or assess the value of one, they first determine whether or not they trust the person or business making it.

There is no point for them to incur the high cost of assessing value before trustworthiness is established, because the risk of failure and/or betrayal accepting offers from untrustworthy people is too high. So they must be able to assess if trustworthiness is superior or common.

To produce *superior* trustworthiness, ambitious businesspeople think and act to provide evidence for customers, employers, employees or colleagues that supports or triggers that assessment. They *design* their offers and practices so that they meet higher standards of *sincerity*, *competence* (expertise) and *reliability* to establish their trustworthiness:

Taking care of human and business *concerns*

Producing *situations*

Providing *capacities* to think and act more effectively with offers and practices to:

Avoid threats

Fulfill obligations

Exploit opportunities

Sincerity, competence and reliability are the 3 fundamental criteria people use to assess trustworthiness.

To produce *highly*-valued accomplishments, rather than *common* ones produced by 99% of the marketplace, *superior* degrees of sincerity, competence (expertise) and reliability are required.

Sincerity People are “sincere” when:

What they say publicly is the same as what they are saying to themselves privately or they really mean to keep the commitments they make

They remember their commitments until they fulfill them

They do not justify betrayals by saying, for instance, that something more important came up

Only *superior* or total sincerity produces *superior* assessments of trustworthiness.

Competence People are “competent” when they *are able* to fulfill their commitments satisfactorily.

But this does not produce *superior* trustworthiness.

To produce assessments of *superior* trustworthiness, ambitious businesspeople must be *experts* at fulfilling commitments that produce *highly-valued* accomplishments.

Only expertise, mastery and virtuosity designing, crafting, speaking, fulfilling and satisfying with offers, practices and narratives produce *superior* assessments of trustworthiness.

Mere competence is not enough.

Reliability People are “reliable” when they have practices in place that keep all commitments in existence so that they can be fulfilled *expertly*.

Most *highly-valued* offers and practices require many, many commitments to be made in order to fulfill them. Many promises, requests, assessments, assertions and constitutive declarations have to be made in order to fulfill *superior* offers and practices.

To be “reliable” fulfilling *superior* offers and practices, ambitious businesspeople require *superior* practices of reliability. Most often these include *superior* tools and *superior* networks of customers, employers, employees and colleagues.

Only *superior* dependability produces *superior* assessments of trustworthiness.

How is common trustworthiness assessed?

Common trustworthiness is:

Normal sincerity when making commitments

Typical reliability when keeping commitments

Ordinary competence when fulfilling offers and producing satisfaction

If the degree to which a person or business can be trusted is *common*, normal, ordinary or typical, which defines *mediocre*, their trustworthiness will trigger indifference and their offers will be “priced”.

The marketplace places no special value on ordinary trustworthiness. On the contrary, it produces assessments of mediocrity.

People who provide *common* degrees of trust provide *common* levels of risk that they will fail to fulfill their commitments as they promise, or betray them.

When people’s offers are “priced” because the level of trust they provide is *common*, they are forced to compete against one another by reducing the amount of compensation they request.

Common trustworthiness is one reason businesspeople earn bottom 99% annual incomes.

Another way to understand the same idea about trustworthiness is to see that the value of any offer or practice must be reduced or “discounted” to the degree the person fulfilling it cannot be trusted to hedge against failure or betrayal. The lower a person’s trustworthiness and value, the less compensation customers or employers are willing to pay.

To produce Top 1% income, ambitious businesspeople provide superior trustworthiness

The more confident customers, employers, employees and colleagues are that people will fulfill their commitments to higher standards of satisfaction with lower risks of failure, dissatisfaction and betrayal, the more willing they become to pay a premium for the offer.

The drop in risk saves them money and opens opportunities for them to think and act more aggressively to produce competitive advantages and *superior* value.

It drops costs associated with managing, supervising or checking quality; hedging against failures or betrayal; or having to wait until a job is complete before investing in the next action of a project.

Confidence in performance opens opportunities to move forward quickly and aggressively with *strategic* projects, or a sequence of actions, to produce competitive advantages and *superior* value.

Therefore, ambitious businesspeople must provide *superior* levels of trustworthiness that are “scarce relative to demand” to force their customers, employers, employees and colleagues to increase their willingness to pay a premium for their offers.

Superior levels of trustworthiness and value are demonstrated and displayed with business narratives about past accomplishments.

To produce and maintain Top 1% annual incomes so that they can earn, save and invest enough to survive, be free and live a good life throughout 40 years of adulthood and 25+ years of old age, ambitious businesspeople must learn and cultivate capacities to:

Produce highly-valued accomplishments, rather than *common* ones that 99% of workers produce, to demonstrate and display their *superior* trustworthiness and value

Establish identities of superior trustworthiness and value with business narratives using their *highly-valued* accomplishments as grounding for their claims

Accumulate uncommon, strategic and superior knowledge of philosophy, power, principles, laws, mechanisms, concerns, offers, practices and narratives needed to produce *superior* trustworthiness and value

People can't "decide" to be more trustworthy than 99% of workers as they show on television or in the movies. That is a conceit ambitious businesspeople must give up in order to succeed.

Superior trustworthiness is gained through continually learning to think and act more sincerely, competently and reliably.

When customers, employers, employees and colleagues can trust an ambitious businessperson, they can think and act more effectively designing and planning action to fulfill their personal ambitions and business missions based on the ambitious businessperson's commitments.

When competitors can trust us to reduce or cancel their returns on the investments they make to challenge us with improved offers, practices and narratives, they are pressured to realize that they can make competitive challenges more successfully and productively elsewhere.

When difficult, costly or unsatisfactory customers, employers, employees and colleagues can trust us to stop making offers to them in response so they get consequences for their behavior, they are more likely to behave as we request.

When ambitious businesspeople can produce *superior* sincerity, expertise and reliability, rather than *common* trustworthiness, they compel ambitious customers, employers, employees and colleagues to assess their value and increase their willingness to pay them a premium.

While *superior* trustworthiness does not guarantee that an ambitious businessperson will produce top 1% annual incomes, *common* degrees of trustworthiness do guarantee bottom 99% ones.

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