



The Aji Course

Thank you for your interest

in The Aji Course

Below you will find everything you need to know about applying to *The Aji Course* (formerly *The Business Professional's Course*), including tuition, payment options, student rights, and the history and purpose of the course.

Please use this text to assist you with conversations you may need to have with others, including your spouse or employer, about your participation in The Aji Course (AC) and its relevance for fulfilling your lifestyle, financial and business ambitions.

If we can be of any help, please call us at (408) 730-2234.

Completing the Application

When you complete our confidential application, you will have more power to design your future.

At the end of the exercise you will be left with a competitive interpretation of the marketplace and the new requirements necessary for designing a dignified career and satisfying life.

The application exercise will help you assess your thinking and skills and whether they are opening or shutting down your possibilities for taking care of your career and family to your satisfaction.

Your personal “strategic assessment”

After you submit your application, we will provide you with a personal “strategic assessment” of your current situation and the different ways in which we can help you fulfill your lifestyle, financial and business ambitions.

The assessments we make with you will enable you to more effectively design appropriate action to produce a more desirable future.

They will help you determine whether participating in *The Aji Course* would be of value to you while allowing us to determine if we can satisfy your concerns.

After working with thousands of ambitious businesspeople for more than 30 years, we know the prerequisites and skills required to earn a living with incomes of \$400k to \$4m. We think you will find the application exercise and strategic assessments we make revealing and helpful.

We will help you make assessments of:

Your current financial, career and business situations

Threats, obligations and opportunities you need to avoid, fulfill and exploit to fulfill your lifestyle, financial and business ambitions

How you can use our “strategic knowledge” to succeed

The *meanings* of your financial and competitive situations and why you need to allow them to drive your thoughts and actions

The financial outcomes you require to bridge your financial gaps so that you and your family can survive, be free and live a good life throughout your entire lives, including 25+ years of old age

The top 1% prerequisites you are missing, or that are underdeveloped, and what we can do to help you develop them (even if you don’t qualify for The AC)

What “strategic knowledge” offered by *The Aji Network* will produce the best returns for you and your future

About Ambitions

As you work on the application, please keep in mind what you care about, what skills you have and what you are working to produce for your family and career. We refer to this as ***your ambition*** – the story about the future you intend to fulfill to produce a satisfying career and life.

Ambition gives our life, work and career meaning and direction. It produces an effective understanding of the context in which we work and live. It gives meaning to education and the skills we need to learn while it produces passion, satisfaction and a sense of purpose.

Historically we have been in a relatively stable marketplace where there was not much need for ambition. Working hard was sufficient while our companies provided on-the-job training and pension plans for our retirement.

Now we are in a rapidly changing marketplace. Without a well-developed ambition *and* the skills to fulfill it, we become swept up and disoriented as the marketplace in general, and the specific situations around us, change. People today report working very hard with the wrong skills to produce a future they may not want. For many of us, inventing a well-developed and fulfilling story about the future is a new skill that we must learn.

Completing the application will help you resolve for yourself, among other concerns, whether you need to learn the new skills of developing and fulfilling an ambition to be satisfied with your career and life.

Tuition and Student's Rights

Tuition for the first year of The AC is \$16,000 (subject to change).

A \$500 non-refundable deposit is due at the time of registration.

You may pay the balance in full or choose one of the no-interest payment options below.

We accept check, Visa, MasterCard and wire transfer.

We do not accept American Express.

| Option 1: Pay in Full | Option 2 | Option 3 |
|------------------------------|---------------------------|---------------------------|
| \$500 due at registration | \$500 due at registration | \$500 due at registration |
| \$15,500 due 2/24/20 | \$7,500 due 2/24/20 | \$7,500 due 2/24/20 |
| | \$8,000 due 5/15/20 | \$4,000 due 5/15/20 |
| | | \$4,000 due 7/15/20 |

Notice of Student Rights

You have the right to cancel your participation agreement or withdraw from a course of instruction, without penalty or obligation, until midnight of the eighth business day from the date of your first assignment. If you cancel or withdraw before the deadline, you are entitled to a refund less a registration fee not to exceed \$500.

After the end of the cancellation period, you have the right to stop your participation at any time. If you cancel or withdraw, *The Aji Network* will refund any money that you paid (pro-rated), less a deduction for assignments delivered, within 30 days after your notice of cancellation is received. (See the sample refund table below.) Refunds are issued by check.

Any notification of withdrawal or cancellation and any request for refund must be made in writing. Cancellation or withdrawal shall occur when written notice of cancellation is received by *The Aji Network*. Notice received via email is effective on the date received as shown in *The Aji Network's* email system. Written notice sent by mail is effective when postmarked.

Attendance at all conferences and completion of all written assignments is mandatory for participation. *The Aji Network* assesses leave of absence from a course of instruction on a case-by-case basis.

The Aji Network operates in compliance with state and federal statutes, rules, and regulations pertaining to private postsecondary educational institutions, and has legal authorization to operate under California law under jurisdiction of the Department of Consumer Affairs.

Sample Refund Table

| The AC Year 1 | | | The AC Year 2 | | |
|---------------------------|----------------|------------------------|---------------------------|----------------|------------------------|
| Tuition: \$16,000 | | | Tuition: \$16,000 | | |
| Number of Assignments: 17 | | | Number of Assignments: 13 | | |
| Assignments Delivered | Assigned Units | Refund if Paid in Full | Assignments Delivered | Assigned Units | Refund if Paid in Full |
| 2 | 4 | \$12,952 | 1 | 2 | \$14,000 |
| 4 | 8 | \$9,905 | 3 | 6 | \$10,000 |
| 9 | 13 | \$6,095 | 7 | 10 | \$6,000 |
| 13 | 17 | \$3,048 | 10 | 13 | \$3,000 |

The History and Purpose of The AC

Learning for a Competitive Advantage

After working with more than 20,000 people and teaching at GE's acclaimed management development institute, we concluded that the "labor tradition" produces skills and a common sense that are no longer relevant to the concerns of the marketplace. Many of us today are gripped in this tradition, not recognizing it as the source of our dissatisfaction with the futures we are producing.

The labor tradition developed in the late 1800s and evolved into four primary assumptions that shape our skills and current common sense today. The labor tradition claims that if we work hard, manage our time well, get in front of the customer, faithfully mimic traditional business practices, spend time gaining "experience" doing the same things over and over again, and maintain a positive attitude, the future will work out the way we want, in face of evidence to the contrary. Continuing to work within the tradition, whether or not we have advanced degrees or positions, will make it increasingly difficult to satisfy our customers, be competitive in the marketplace and fulfill our ambitions.

The Aji Course offers new skills and uncommon sense to replace that of the labor tradition. Our students build their identities as leaders of profitable businesses and productive teams, as innovators of powerful business practices and as designers of new and more competitive customer-focused offers.

Our students develop flexible careers that don't betray their personal lives. People report seeking this structure and competence and not finding it in traditional programs. The emphasis of *The AC* is on increasing each participant's ability to redesign how they act in the marketplace so that they can make and fulfill more valuable commitments to their stockholders, managers, employees, colleagues and customers. They learn new and more powerful practices for designing strategies as leaders, managers and entrepreneurs to increase company value, personal autonomy and income, and build powerful business identities, offers and alliances.

The AC approaches learning new practices and making new interpretations of threats and opportunities as essential skills in a rapidly changing marketplace. All of the skills are integrated in the course so that participants begin to increase their leadership abilities, their capacities to cope powerfully with rapid change, their skills at producing powerful alliances with partners, colleagues and customers who are mobilized to cooperate and coordinate action for the sake of increasing company value, immediately.

We develop both the ‘hard’ and ‘soft’ skills that produce ‘hard results’ by teaching a body of knowledge that increases competence in:

Leadership and Innovation

- Anticipating the drift of the marketplace for stronger positioning
- Designing, making and fulfilling new and more competitive offers
- Mobilizing as well as motivating employees and colleagues
- Coordinating effective action to build productive teams
- Thinking and Acting as an Entrepreneur

Designing innovative practices for more effective planning, leadership, sales, management, education, business politics and ethics

Increasing autonomy to open more possibilities for career, business and family

Building Powerful Identities Satisfying clients and employers so they willingly accept offers

Designing a satisfying and dignified career
Building powerful alliances

“The Aji Network introduced me to new thinking, practices and tools that I have used to start a new business, increase my overall compensation by over 250% and make noticeable improvements in my personal life, all within a three-year

period. What is even more exciting are the possibilities for the future continually being produced from the ongoing learning and the involvement with such a powerful network of people as those participating in The BPC and LEIP Program.”

*—President & Partner
Privately Held Interactive Marketing Services Company*

The AC vs Traditional Education

Before learning of The AC, many people with families and careers who are concerned with producing a competitive advantage consider a part-time MBA program, since they cannot afford to lose their incomes or time with their families. They express concern that some of these programs take as long as five years to complete and pursuing a full-time MBA would require they give up their careers and incomes.

While participating in The AC, students continue to earn their full incomes and advance their careers. A significant majority of them increase the amount they earn during the two years of the course, producing an average 85% increase in income.

While this data is not sufficient to assess the total value of either form of education, it is a strong indicator of short-term return on investment.

Students who already have MBAs and PhDs recognize that for accumulating power in a rapidly changing marketplace these degrees are not necessarily sufficient. They accept that continuously learning new thinking and practices is now a requirement for many who plan to produce and maintain top 1% incomes of \$400,000 or more a year.

From experience, our students also know that three-day seminars or weeklong executive programs costing hundreds to thousands of dollars do not provide

the knowledge, structure or embodiment necessary for dealing effectively with change.

Accumulating power, the capacity to generate effective action, in today's marketplace requires a fundamentally different kind of education – one that produces embodiment of new thinking and effective action, not just academic understanding. The AC provides the embodiment of knowledge that is relevant for coping and competing in a new and ever-changing technological marketplace in a structure that fits into your life and does not betray your work or family.

Our Students

Our students invest in themselves to take care of many specific ambitions and concerns that are unique to them as individuals. If we look in a general way to find what they have in common, we see three fundamentally similar ambitions and concerns: increasing autonomy, competing effectively, and building and maturing a satisfying career.

Increasing Autonomy

The most common ambition of our students is autonomy.

Autonomy is the capacity to determine what opportunities will be opened for yourself, your spouse, your children, your parents, your business and the others with whom you are concerned. Our students recognize that the more autonomy they have the more they can determine what they will do for work, who their colleagues and clients will and will not be, and where they can live and send their children to school.

They commit to working effectively with others through learning to build powerful “Networks of Capabilities”. Networks of Capabilities include colleagues to help broaden their thinking, customers who trust them, expert teachers and coaches to help them learn, and vendors to help them make new offers available. They find they are thwarted in increasing their autonomy on

their own because their common sense, or automatic assumptions of people, business and competition, was produced by an obsolete labor tradition

Competing Effectively

Our students take seriously that the level of competition in the world is increasing and not likely to stop doing so. They recognize that other people can and do design more effective and compelling offers than their own. As competitors, we must learn to recognize and anticipate our clients' ever-changing criteria and standards for accepting those offers they assess are best able to take care of their futures.

Our students acquire the competence to anticipate their clients' concerns and to design competitive offers instead of working harder in the obsolete common sense of the labor tradition. They learn that knowledge, new practices and powerful Networks of Capabilities are replacing hard work.

Building and Maturing a Satisfying Career

Our students recognize that in order to produce a better future for themselves and the people with whom they are concerned they must design their career — a career that enables them to accumulate the social power necessary to increase their income and to have a better future.

They learn how to begin, build or mature their careers depending upon where they are with their career when they begin the course. They learn how to assess whether it will allow them to take care of their concerns for their entire life. They become equipped to assess what career direction to design and what competencies must be developed. They are able to assess what kind of alliances they must have and how to build them.

“I’ve done a significant amount of education, workshops, and courses in my 18 years as a businessman and entrepreneur, including an MBA program. The BPC was the most impactful educational experience of my life. It opened

significant new possibilities for me not only in the area of career, but also in my relationship with my family and other areas of my life. I also got ‘bottom line’ results – my income is 143% and my net worth is 255% of pre-BPC income. Not a bad return on investment!”

–Entrepreneur and Consultant

About The Aji Network

The Aji Network is an educational corporation. We promise our students a permanent, consistent, competitive advantage that cannot be duplicated, mimicked, copied, stolen or taken away. For over three decades, our courses and programs have demonstrated success in enabling our students to increase their performance in business and live more peaceful, dignified and satisfying lives in the most complex, competitive marketplace in human history.

Our students continually build identities as leaders of profitable businesses and productive teams, innovators of powerful business practices and designers of new and more competitive customer-focused offers.

More than 4,000 businesspeople have participated in *The Aji Course* consistently producing an average 85% increase in incomes for themselves – an average 662% return on their investment.

Many graduates of The AC continue their learning with us in The LEIP Program, an ongoing program on Leadership, Entrepreneurship, Innovation and the accumulation of Power (LEIP). Others participate in *The Aji Space*, a new class of offer for ambitious businesspeople where every day they study, learn and put to practical use projects, assignments, distinctions, texts and talks, and The Aji Source Fundamental Strategy, a radical new strategic approach for competing in a knowledge-based economy that exploits computer-driven tools.

All AC students, and select alumni, are also invited to attend the annual *Aji Network Conference* where they are hosted by participants in The LEIP Program and attend sessions lead by more senior students.

Additionally, many of our AC students and graduates go on to lead groups of employees and colleagues through our Mission Focused Offers designed exclusively for businesses.

The Aji Network's founder and CEO, Toby Hecht, has been an entrepreneur for more than 40 years. For six years, he was a faculty member at GE's management development institute, Crotonville, which Fortune described as the "Harvard of Corporate America". GE Plastics gave *The Business Professional's Course* Executive MBA status.

Prior to founding *The Aji Network*, Mr. Hecht completed four years of advanced studies in The Ontological Design Course and The Leadership Program offered by Dr. Fernando Flores.

He is author of *The Aji Source Fundamental Strategy* – a competitive fundamental strategy for "earning a living" in the most competitive, rapidly changing, complex and technologically advanced global marketplace in human history.

He has written more than 1,300 assignments, papers, and talks on topics such as the design of competitive selling, designing new more powerful practices, how to fight in the marketplace, the practices of leadership in business, accumulating power in the marketplace, building public identity, developing alliances, business ethics and acting with dignity.

"I have not found anyone else in the country who comes close to being as knowledgeable in the design of competitive offers as Mr. Hecht."

– Program Manager
GE's Management Development Institute, Crotonville