

Anticipations

Leading, Managing, and Governing

Careers and Businesses

In the Public Pivot!

(\$400k-\$4m)

The “Public Pivot” is my description for global competitors’ publicly announced actions to turn their backs on businesspeople who decline or fail to adapt to the new speed, complexity and competition in the global marketplace as they turn towards those who accept, take action to learn “strategic knowledge”, or something like it, and succeed.

One of the consequences of The Pivot to businesspeople is finding ourselves responsible for leading, managing and governing both ourselves and our networks in a radically new set of threats, obligations and opportunities, regardless of our roles or ambitions. This changes “everything”.

With new threats to avoid, new obligations to fulfill and new opportunities to exploit in the most rapidly changing, complex, competitive and technologically advanced global marketplace in human history, it shouldn’t be a surprise that the thoughts and actions invented by businesspeople to enable them to earn a living or to become rich in an earlier and very different marketplace situation no longer work.

Global competitors are declining to hire or promote businesspeople who persist in using obsolete, labor-based and task-oriented work ethics, common sense and business knowledge. They aren't valuable or competitive enough. At the same time, they are firing businesspeople by the thousands who have not adapted their skills because their roles have disappeared and/or their offers of help are not productive or valuable enough.

Most businesspeople are clueless about the *meaning* of the announcements they read or hear about how the marketplace is pivoting, if they are reading or listening at all. They think it's the robots that are threatening them. It's not. It's the *people* who know what they are doing with computers, robots and the internet that are the threat. And, it is the businesspeople who are listening, getting the point and starting to adapt.

Most businesspeople who have not started to learn and adapt don't yet understand that the cultural business narratives they "know" have already disappeared for executives in global businesses. In other words, most businesspeople have already been left behind by global competitors' narratives, intentions and skills, and can't observe it. They still haven't updated their knowledge about how much money they and their spouses *really* need to earn and save in order to live a good life throughout their entire lives.

Executives are no longer in narratives about executing processes and procedures with incremental improvement, they are in narratives about competing successfully by producing fresh streams of highly-competitive OPNS with increasing speed, complexity and design.

They are changing how they **lead**, **manage** and **govern** themselves and their businesses. They aren't arguing, debating or declining to adapt and learn.

The Public Pivot is being driven by real experts who know how to produce real outcomes in today's global marketplace and have proven it. They aren't merely smart intellectuals, economists or business reporters with plausible opinions based on academic theories. Only businesspeople ignorant of their capabilities would dismiss or ignore what they are saying and doing.

Please excuse my self-promotion when I answer the question, *What are executives and business owners looking for?*

Answer: *The outcomes produced by businesspeople who have studied with The Aji Network and learned "strategic knowledge".*

They are looking for businesspeople who know how to design a steady stream of fresh, new offers, practices, narratives and strategies with highly-valued marginal utilities making them scarce relative to demand.

They are then looking for those businesspeople to know how to use what they produce *strategically* with networks, autonomies, accomplishments, identities, leadership roles, business organizations and anticipations *effectively, strategically* and *competitively* to help fulfill financial, career and business intentions.

Productivity, highly-valued outcomes, top 1% incomes and increasing enterprise values are created by those who adapt by learning our top 1% "strategic knowledge".

Those who decline are being left behind, unable to make enough money.

That's how it works.

At the top of the pyramid of pressure that is driving the Public Pivot towards strategic knowledge are the world's most powerful and successful investors. They sit on Boards of Directors, are accountable to their clients and have the power to hire and fire top CEOs who fail to drive needed changes to "human capital" quickly enough. They are speaking out publicly and even releasing their letters to executives so everyone knows what they intend to accomplish. In their letters they make it clear they are demanding that CEOs drive their employees to increase their strategic and competitive skills with computers and the internet, and to do so quickly.

They know that the work ethics and reliance on common sense and business skills people learned during the third industrial revolution -- #1 - steam engines, #2 - electrical engines, #3 - electronic engines -- are obsolete, stale, clichéd, counter-productive and uncompetitive.

This is why businesspeople who continue to use old skills can't make enough money to afford their immediate expenses while also saving enough to afford 25+ years of unemployment during their old age.

Now that businesspeople find themselves personally responsible for their productivity, value, income and savings for old age as a result of pensions with lifetime healthcare being squeezed out of the marketplace, they are, in effect, responsible for the executive operations of their careers and households -- constitution, capital structures (human capital) and strategy -- whether they know it or not. Once businesspeople find themselves fully responsible, or without entitlements, they find themselves responsible for leading, managing and governing themselves and their networks in a completely new competitive situation.

Businesspeople need to *lead* in a new way because the situation in which they need to lead is constituted with radically different threats they need to avoid, obligations they need to fulfill and opportunities they need to exploit.

They need to *manage* in a new way because they and their employees need to make new and much more challenging commitments to be productive and valuable enough to compete successfully. The criteria and standards for value -- or what people consider important, useful and worthwhile -- are more challenging every day.

They need to *govern* themselves and their networks in a new way, too, because Ethics of Power, or the moment by moment practices used to produce, maintain and increase competitive advantages and superior value, are now *strategic*, rather than task-oriented.

At the Conference ...

At *The Aji Network Conference* we will discuss The Public Pivot and how to exploit its competitive and financial pressures in order to fulfill our financial, career and business intentions.

The focus of the conversation, which we expect to continue throughout the conference, will be on how leading, managing and governing ourselves and our networks needs to change in IR#4 to produce competitive advantages, superior value and very high IR#4 incomes.

Then the LEIP Students will give you a solid set of leaderships sessions on “IR#4 Strategic Knowledge” you can use the next day to fulfill your Business and Financial Ambitions with new leadership, management and governing skills.