



## *What is “Meaning”?*

*An excerpt from the Description of The Aji Source Fundamental Strategy, Part 2*

Ambitious businesspeople must produce a steady stream of *new* offers, practices, narratives and strategies (OPNS) in order to generate top 1% annual incomes between ***\$400k and \$4m*** throughout their career...

... in order to save enough money during adulthood to avoid running out of money before they die and experiencing the chronic and life-threatening stress triggered if they do.

But *new* OPNS create an endless “crisis of meaning” for their customers, employers, employees and colleagues.

What does the new OPNS produced by ambitious businesspeople *mean*?

Of course, global competitors have the same problem *and* ambitious businesspeople must deal with the “crisis of meaning” their new OPNS produce for them.

What does the new OPNS produced by global competitors *mean* to ambitious businesspeople and their customers, employers, employees and colleagues?

Therefore, to fulfill their ambitions, ambitious businesspeople must be experts at understanding and producing meaning for themselves as well as their customers, employers, employees and colleagues.

**“Meaning”** is an interpretation about the effects, consequences or relationships of actions on concerns or situations, or the reverse.

Here are brief explanations of each way meaning is interpreted:

#1 - The ***meaning of an action*** is its effects, consequences and relationships to a *concern* or *situation*.

For example, the “meaning” of sales, which is an *action*, is its effects on revenues, which is a *concern or situation*.

Revenues are a “concern” when they are the reason a person acts.

Revenues are a “situation” when people or businesses living or working with them confront their consequences, effects or relationship (meaning) to future action to care for human and/or business concerns.

#2 - The *meaning of a concern or situation* is its effects, consequences and relationships on *action*.

For example, the “meaning” of too little annual income, which is a *situation*, is its effects, consequences or relationship to *actions* people must perform, or are unable to perform, to take satisfactory care of concerns for their body, play, family, work, money, education, dignity, etc.

In a *situation* with too little annual income, a person or family lacks sufficient financial power and cannot *act* to take satisfactory care of its:

*Immediate or  
Short-Term  
Financial Concerns*

Annual financial obligations such as housing, food, clothing, health care, insurance or transportation

*Intermediate or  
Mid-Term  
Financial Concerns*

Expenses that occur every few years or only once in a lifetime and require financial preparation or savings, such as purchasing cars, educating children or paying off a mortgage

*Ultimate or  
Long-Term  
Financial Concerns*

End of career fundamental concerns to avoid suffering, illness, isolation and early death during old age, ***for which there is no second chance.***

These concerns require significant financial preparation (saving and investing) to accrue capital-at-work to generate annual income during old age.

Because of a lack of financial power, a person or family is forced to take *actions* that are inadequate, insufficient or unsatisfactory to avoid pain, suffering, illness, isolation and early death.

Yes, interpretations of meaning are circular. Actions have effects on situations, which, in turn, have effects on action, which then have new effects on situations and concerns.

For example (human concern):

In a *situation* with too little annual income to buy a car, people are unable to *act* the way they would if they had a car. They are forced to act in other ways that are much more costly -- in time, energy, money and lost opportunities -- such as taking a bus.

Taking the bus, which is an *action*, puts people in another *situation* with which they must *act*. They will have less autonomy to make and keep commitments -- the *situation* -- so they must act to coordinate around the bus schedule -- the *action*.

That *action* will lead to other *situations* requiring other actions that would not be necessary with sufficient capacity to act in more satisfactory ways to take care of their concerns.

The cycle of circular meanings caused by the effects of situations on actions, and the reverse, goes on endlessly.

For example (business concern):

In a *situation* with too little revenues, or expenses that are too high, business owners are unable to *act* to take care of their business concerns satisfactorily.

They will have to *act* with too few resources or too little power or with too few employees to produce less competitive offers, practices, narratives and strategies.

This is a *situation*.

In a *situation* with too few sources of power to make and fulfill satisfactory offers, a business is forced to *act* to compensate or make do, which produces another *situation*.

The cycle of meanings can go in an endless spiral of consequences. It can spiral in a direction that accumulates knowledge and power, and produces opportunities to think and act in ways that lead to success and living a good life. Or it can spiral into unacceptable mediocrity or failure.

Yes, interpretations of meaning bounce back and forth as actions and concerns or situations affect one another. The trick, which requires knowledge and power, is thinking and acting effectively to trigger the reverberations to unfold effectively, strategically and powerfully rather than ineffectively, weakly, incorrectly or incompletely.

Interpretations of meaning change as a person’s interpretations of actions, concerns or situations change, or as new ones appear because of competitive pressures and marketplace drift.

Knowledge, competition and marketplace drift affect concerns, conditions of satisfaction, and criteria and standards for making assessments that change interpretations of meaning.

One moment a person's offers are the best in the marketplace, which means one thing, and in another moment they are mediocre, which means something else.

Interpretations of meaning are very fluid and evolve as narratives, concerns and situations evolve. What matters, however, is their effect on thought and action.

Continually modifying interpretations of meaning to increase their effectiveness, strategic value and power or superiority is an essential skill for ambitious businesspeople.

It is essential for competing and producing marginal values for economic gains, top 1% annual incomes and enterprise values.

It is essential for the production of *highly*-valued offers, practices, narratives and strategies made to customers, employers, employees and colleagues.

It is essential for building networks, autonomies, accomplishments, identities of trustworthiness and value, leadership roles and business organizations.

Ambitious businesspeople live in a perpetual crisis of meaning for themselves and with their customers, employers, employees and colleagues. As meanings change, so must the thoughts and actions of ambitious businesspeople.

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