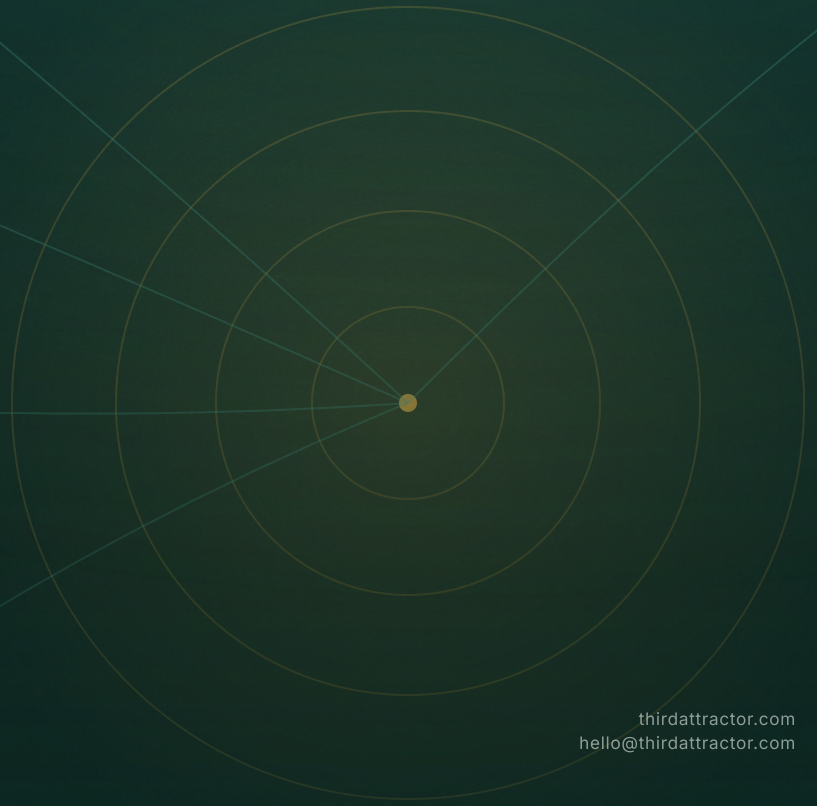
FROM MISSION TO TANGIBLE ACTION

Mission into tangible action.

For families thinking in generations.

How a broad hope for a flourishing world becomes a small number of well-reasoned, coordinated actions — each with a named owner, a matched resource, a dated milestone, and evidence that decides the next move.



SEE CLEARLY · CHOOSE WISELY · ASSEMBLE · ACT · LEARN

thirdattractor.com
hello@thirdattractor.com

BEFORE ANYTHING ELSE

Every claim in this document carries its status on its face.

Earlier drafts were stress-tested against composite family perspectives — an internal editorial exercise, **not interviews with real families and not an endorsement by anyone**. The failure it exposed most consistently was that the draft described intentions in the grammar of accomplishments. This version labels every claim, separates what exists from what is proposed, and names what we do not have. Method on page 48.

● OPERATING

In service today. Real users, real transactions, real payroll behind it.

● DEMONSTRATED

Built and shown working. Not yet in routine service with clients.

● IN BUILD

Partially built. Some elements near release; others months away. No fixed date.

● PROPOSED

This document's proposal. Nothing agreed, nothing committed, nothing approved.

● GAP

A capability we need and do not have. Named deliberately, on page 33.

> A plan that hides its uncertainty is not a plan. It is a pitch.

THE SECOND AXIS: WHO CHECKED, AND HOW

Status tells you how far along something is. This axis tells you what kind of check stands behind it. Most capabilities in Part IV were shown to us on screen or described by the people who built them. **Shown is not audited, and a missing check may change a claim rather than confirm it.**

✓ CHECKED BY US — One of three things, and the row says which: a **document seen**, an **entity confirmed on a public register**, or a **capability we have used**. None is a financial audit.

◦ PARTNER-REPORTED — Told to us in good faith. **No check completed; no checker or date named.** Treat it as a claim by its source, not a fact established by us.

THREE THINGS THIS DOCUMENT IS NOT

- An offer of securities, a solicitation, or investment advice.
- A statement that any partner relationship or review is complete.
- A claim that any number here is audited, or that any legal right asserted over another entity has been confirmed by counsel.

→ It is a working plan, written to be acted on and to be wrong about.

Organizations named in Part IV are independent. Diagrams show intended division of work and coordination, never ownership or control. Any partner may ask to be described differently, or not at all.

IF YOU READ NOTHING ELSE

The whole thesis, on one page.

VISION

A resilient and flourishing future for all life.

MISSION

Move capital in service to life. We create the conditions for that future by seeing clearly, finding where effort changes the most, finding work that can actually deliver, and bringing the right people and resources behind it — so that humanity, nature and machine can exist in a healthy relationship.

WHY

There is more money available than there are good places to put it. The shortage is not capital; it is clarity, coordination, and work that is ready to use capital well. Families hold extraordinary means and face an unreadable world. **We exist to improve the choices made where those two meet.**

HOW

Six steps, in order. Each produces a written artefact you can hold.

SENSE-MAKE → DISCERN → CHOOSE → MOBILISE → ACT → LEARN

EVIDENCE SO FAR

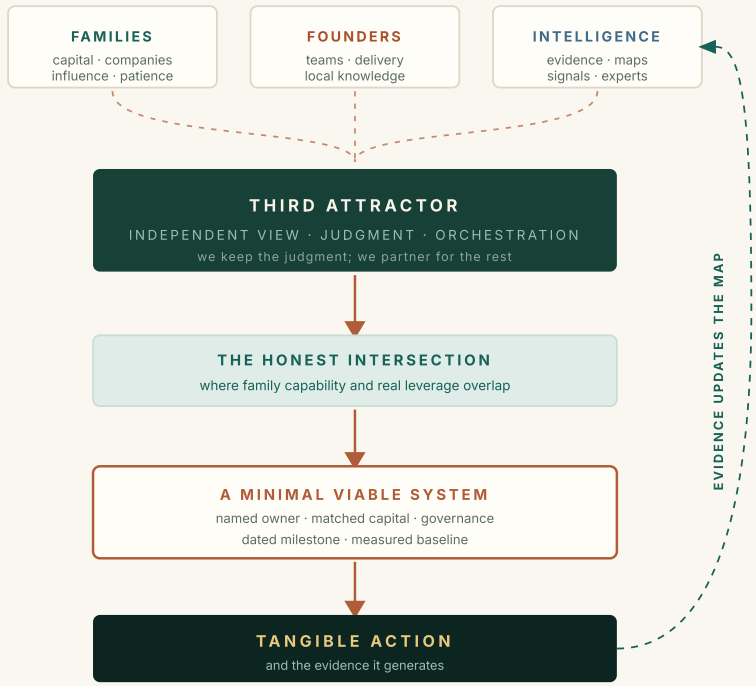
Independent organizations we intend to work with are already operating: a partner family service priced at **€180k per family per year** (that partner's price for its own service, not Third Attractor pricing), a **UK asset manager reported to hold an FCA licence**, a coordination platform carrying cap tables and data rooms, and a volatility model built on open-source indicators. **None of this is yet an integrated Third Attractor service, and we have not run one complete case ourselves.**

PARTNER-REPORTED · CHECKS OUTSTANDING, SEE P.29–31

ASK

There is no single ask. **Four separate requests** exist, with different recipients, instruments and approval routes, and none with an agreed amount: a **90-day pilot**, a **2027 operating envelope**, a **platform seed**, and **catalytic project capital**. Unreconciled, on **page 41**.

THE ONE PICTURE



Dashed = contribution and coordination. Solid = commitment. No line implies ownership.

DOCUMENT MAP

Six parts. Why, what, how, evidence, plan, accountability.

This is the long document. It is not the required first read. A twelve-page companion, **The Family Brief**, carries the same argument at family length and treats this volume as its evidence appendix, alongside a working business model covering membership economics and partner terms. If you have not read the brief, start there and use the routes below to come back here.

PART I · WHY THIS EXISTS

06 Three attractors, one choice
07 The asymmetry we exist to close
08 The scale we are actually operating at
09 What is actually scarce
10 What flourishing means

PART II · VISION AND MISSION

12 Vision, mission, and what sits under them
13 What Third Attractor is, and is not
14 The honest intersection
15 Who we serve, described honestly
16 Four places we look
17 The operating compass

PART III · IDEA TO GROUNDED REALITY

19 The whole route, end to end
20 Mission before mechanism
21 How deep to intervene
22 The family journey, with deliverables
23 The smallest system that can do the work
24 The gates: what must be true to proceed
25 Not every problem needs the same money
26 The Catalyst Pool
27 One North Star, two balance sheets

PART IV · WHAT ALREADY EXISTS

29 Evidence: intelligence and software
30 Evidence: capital and regulated perimeter
31 Evidence: people, network, operating base
32 The readiness matrix
33 What we do not have
34 What is still unresolved between us
35 Who does what

PART V · THE FIRST TWELVE MONTHS

37 Six workstreams, and what we fund first
38 Four quarters, four gates
39 The first 90 days
40 The team we would build
41 The money, and what it is not for
42 Trust, conflicts, and how we are paid
43 Worked example: food resilience

PART VI · ACCOUNTABILITY

45 What success looks like
46 Hold us to this
47 Decisions we need from you
48 What seven families said about v5
49 Sources, status and contact

THREE READING ROUTES · IF YOU ONLY READ PART OF THIS

The family route — nine pages. 06 the choice, 14 the honest intersection, 22 your journey, 32 readiness, 33 what we lack, 39 the 90 days, 41 the money, 42 conflicts, 47 the decisions.

The adviser appendix — the pages built to be checked. 29–31 evidence and its gaps, 34 what is unresolved, 35 who does what, 41 full budget workings, 42 fee routes, 49 sources and status. Read these before advising.

The sceptic's route — four pages, worst first. 33 what we do not have, 34 what we have not agreed, 48 what the simulated review said we got wrong, 46 how to hold us to it. Nothing here is verified by a named external checker.

Part I

Why this exists.

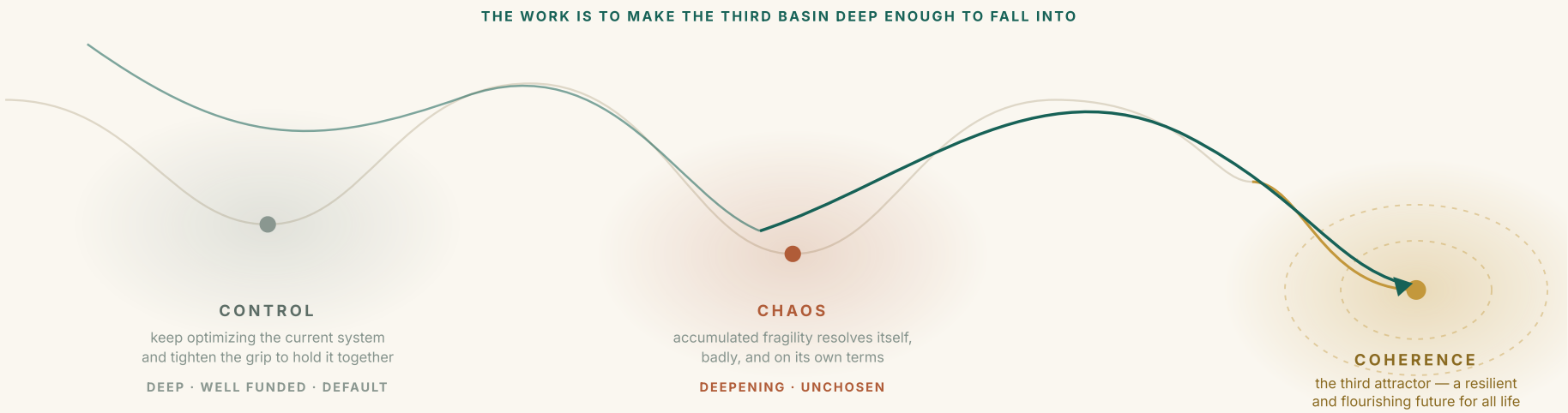
We are moving life out of the biosphere and into the technosphere, at an alarming rate. And there is no shortage of money in the world — what is scarce is clarity, coordination, and work that is ready to use resources well. Everything that follows is an attempt to produce those three things reliably.

Polycrisis, metacrisis, metamorphosis. The first two are descriptions of what is happening. The third is the only one that is a choice.

THE NAME

A system falls into the basins it already has.

An attractor is a state a system tends toward without anyone choosing it. Water finds the valley. Capital finds the familiar return. Institutions find the pattern that protects them. Ahead of us sit **one future led by chaos, one led by control, and a third which is neither — coherence.** The first two are already well formed and well funded. The third has to be built, deliberately, and with enough gravity that things can actually fall into it.



> The third attractor does not arrive by default. It has to be built — with intelligence, coordination and capital that actually serve it.

THE CORE PROBLEM

Capital is abundant. Readiness is not.

A family like yours brings a great deal: capital, operating businesses, customers, relationships, influence, experience, land, networks, time, and a horizon measured in generations.

The world you are trying to serve is hard to read. There is too much information. Expertise is scattered. The stories people tell about it conflict. Coordination is weak. Cause and effect are unclear. And there are more apparent opportunities than anyone could act on well.

So capital accumulates on one side of a gap, and work that could absorb it well is thin on the other. The gap is not a funding gap. It is a **readiness gap**, and almost nobody is paid to close it.

WHAT THE MARKET OFFERS INSTEAD

PREFERENCE → ADVISER → PRODUCT → ALLOCATION

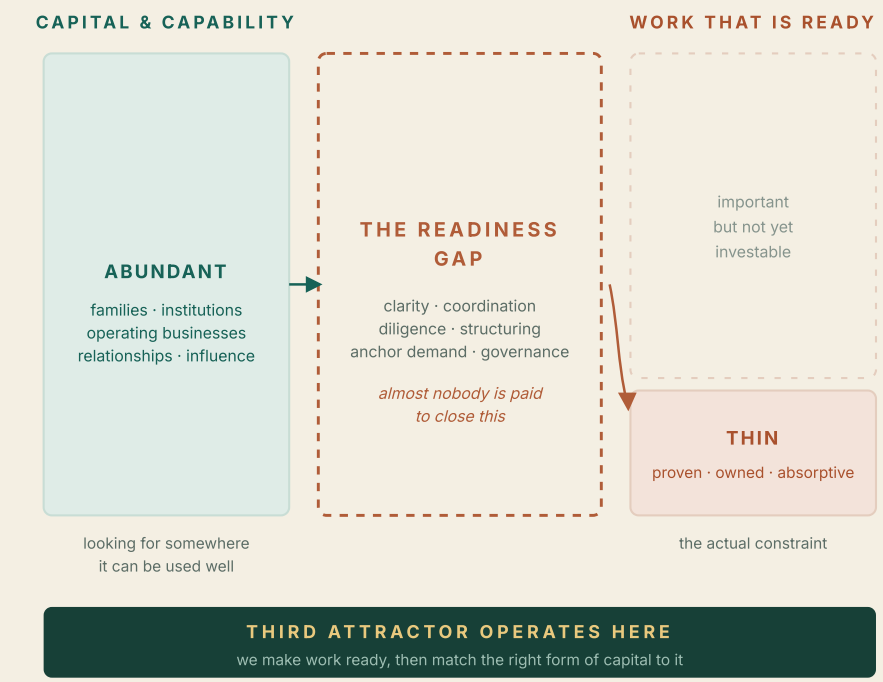
A mechanism is chosen before the problem is understood. The question "where should we invest?" is answered before the question "what actually needs to become true?" is asked.

WHAT WE DO INSTEAD

REALITY → LEVERAGE → CREDIBLE WORK → RIGHT MECHANISM → ACTION → EVIDENCE

One of us was asked by his mother, years ago: *why don't all the most successful people just get together and solve the world's problems?* This page is the honest answer — and the work is to remove it.

THE GAP, DRAWN



> The first question is not "where should we invest?" It is "what needs to become true, and what are we actually positioned to do?"

THE NUMBERS, STATED PLAINLY

More capital than targets. And nowhere near enough capital for the problem.

Both sentences are true at the same time, and holding them together is the whole reason this organisation exists. If the constraint were money, the answer would be fundraising. It is not money. It is coordination — and coordination is, in our partner's words, *extremely underrated and underfunded.*

€850m

Family-office capital under coordination today, across the partner network

€3bn

Expected by March, as families move away from traditional asset managers

€50–100m

Per family, named as ready to deploy inside six months — with nowhere systemic to put it

70–80%

Share of effort in the impact field estimated lost to redundancy, duplication and competition for the same money

All four figures are partner-reported. None has been independently checked and no checker or date is named. NOT YET CONFIRMED

WHY TEN BILLION IS STILL SMALL

01 **Belgium, housing only.** One partner estimates that solving housing affordability in a single small European country runs to **€4.6bn a year for ten years.** PARTNER ESTIMATE · MODEL NOT SEEN

02 **The system is resilient.** Solve housing and the pressure reappears elsewhere — utility bills become ten times more expensive. Fixing a price without changing the structure that set it moves the problem.

03 **Systems change is measured in trillions.** Against that, the network's capital — projected to reach roughly **ten billion inside 24–36 months** — buys influence, not substitution. It has to be spent on leverage.

WHAT THAT FORCES US TO BE GOOD AT

LEVERAGE, NOT VOLUME

Find the small number of places where modest capital changes the rules under which much larger capital behaves.

COORDINATION, NOT ORIGINATION

If most effort is lost to redundancy, recovering even part of it is worth more than any single new fund.

RULES, NOT ASSETS

At this scale the highest-return move is often policy, standards or index design — what one of us calls *lobbying for good.*

CONNECTIVE TISSUE, NOT COMPANIES

Investing company by company cannot reach critical mass. The target is the tissue connecting an ecosystem.

> A thousand right answers do not add up to one effective pathway. That is the problem we are solving.

FIVE SCARCITIES

Name the real bottleneck and the work changes.

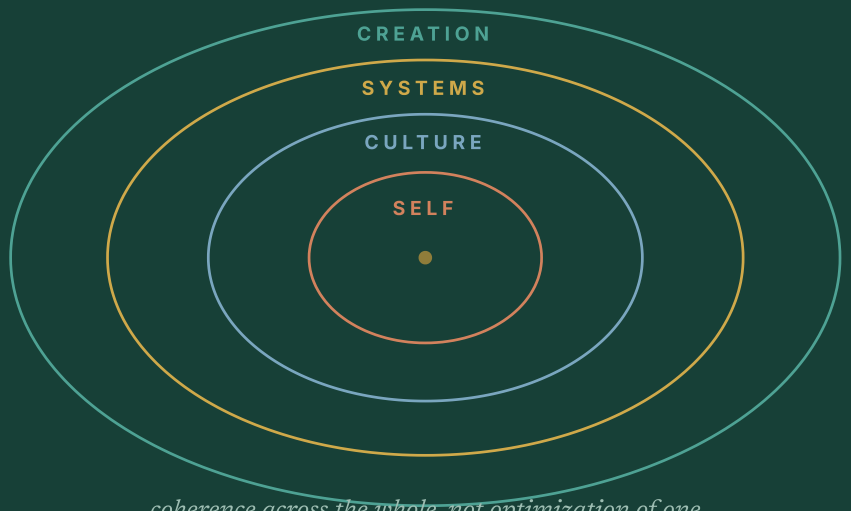
Each of these is a distinct failure, with a distinct remedy. Treating all five as a money problem is why so much well-intentioned capital produces so little durable change. We organize our own capability around closing them in order.

01	**Clear sight** SCARCITY OF TRUTH	Too much information, scattered expertise, conflicting narratives, and incentives that reward confident storytelling over accurate description.	**OUR REMEDY** An independent view with its sources attached, its uncertainties named, and alternative explanations considered before a conclusion is drawn.
02	**Coordination** SCARCITY OF CONNECTIVE TISSUE	Beyond a handful of people in a room, coordination degrades. Good actors working on the same problem rarely know one another, and almost never share a decision record.	**OUR REMEDY** Shared coordination objects — actors, needs, offers, assets, commitments, signals — held in common infrastructure rather than in individual heads.
03	**Readiness** SCARCITY OF ABSORPTIVE WORK	Important work is routinely not investable: no anchor customer, no diligence pack, no governance, no measured baseline, no owner who can be held to a milestone.	**OUR REMEDY** A pool and a practice dedicated to making work ready — before anyone is asked to invest in it. See page 26.
04	**Fit** SCARCITY OF HONEST MATCHING	Families are offered products that suit the seller. The question of where a particular family has genuinely unusual leverage is rarely asked, because answering it often reduces the sale.	**OUR REMEDY** A written account of where your intent and capability honestly meet real leverage — including where they do not. See page 14.
05	**Patient structure** SCARCITY OF THE RIGHT INSTRUMENT	Venture economics need outcomes most systemic work cannot produce. Grants rarely build durable capability. The instrument is chosen by habit rather than by the shape of the work.	**OUR REMEDY** Six forms of response — give, catalyze, invest, build, influence, wait — selected after the work is understood, not before. See page 25.

> Worth doing and ready to do are separate tests. Most capital only runs the second one, and then wonders why the first went unmet.

THE DEFINITION WE WORK TO

Flourishing is coherence across the whole, not optimization of one layer.



coherence across the whole, not optimization of one

When we ask what needs to become more true, we ask it in four places. A gain in one layer purchased by damage to another is not a gain. This is the test we apply to our own work as much as to anyone else's.

A family's own coherence sits inside this frame too. A family that cannot make a decision together cannot steward anything across generations — which is why family development precedes capital deployment in our sequence.

CREATION · THE LIVING FOUNDATION

Is the living foundation we all depend on becoming more able to renew itself?

Soil, water, forests, oceans, atmosphere, biodiversity, the energy and material flows that everything else rests on. Not sustained — *regenerating*.

SYSTEMS · THE MACHINERY

Do capital, governance, technology and institutions make flourishing easier to sustain?

Ownership, incentives, rules, information flows, the design of money and markets, and whether institutions are capable of learning.

CULTURE · THE SHARED FIELD

Can people live together, disagree, repair what breaks, and choose wisely together?

Trust, shared sensemaking, legitimacy, the capacity to hold conflict without fracture, and to make collective decisions that hold.

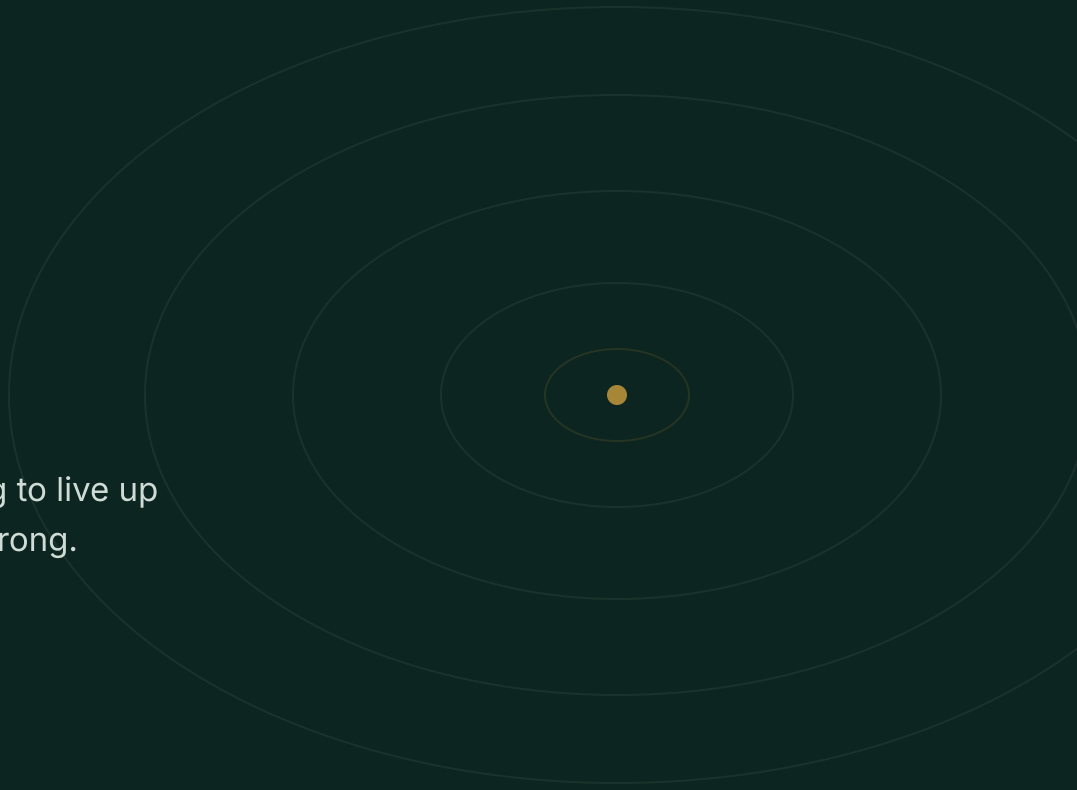
SELF · THE INDIVIDUAL HUMAN

Are people becoming more alive, more capable, and more responsible?

Agency, health, meaning, development, the capacity to bear responsibility. No system design survives contact with people who are not developing.

Part II

Vision and mission.



Stated plainly enough that you can tell when we are failing to live up to it, and specific enough that you can tell when we are wrong.

A vision names the world we are working toward. A mission names what we do about it. Everything downstream — the gates, the instruments, the costs — is accountable to these two.

THE HIERARCHY

Five levels. The mechanism is always last.

01 · VISION — THE NORTH STAR

A resilient and flourishing future for all life.

It does not change. We cultivate the conditions in which **all life can flourish** — and in which humanity, nature and machine can exist in a healthy relationship.

02 · MISSION — WHAT WE DO ABOUT IT

Move capital in service to life — creating the conditions for a future where all life can flourish, by seeing clearly, finding where effort can change the most, finding work that can actually deliver, and bringing the right people and resources behind it.

Put most plainly from inside the group: *shift the claims on the natural world from serving power and wealth to serving life.* It is a shared mission — not theirs that we serve, nor ours that they fund — held to account by evidence.

03 · STRATEGY — HOW THE MISSION BECOMES WORK

Maintain an independent view of reality. Identify where leverage genuinely lies. Find or build credible work. Match the right form of capital. Assemble the smallest system that can deliver. Measure. Let the evidence change the next decision.

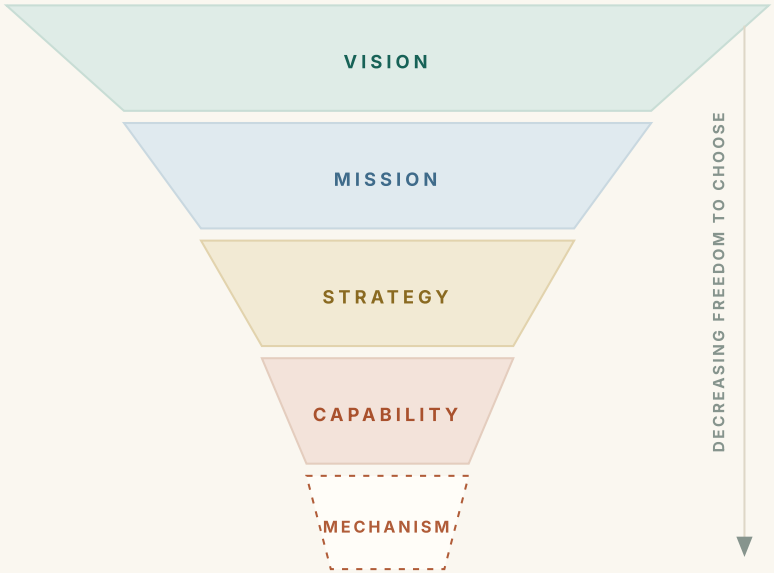
04 · CAPABILITY — WHAT WE MUST BE ABLE TO DO

Sensemaking · family relationship and development · supply-side origination and diligence · structuring and capital strategy · coordination infrastructure · measurement and learning.

05 · MECHANISM — CHOSEN LAST, EVERY TIME

A grant. An investment. A company. A research programme. A piece of software. A convening. A procurement commitment. A policy intervention. Or waiting. **A fund is not a strategy. A foundation is not a strategy. Software is not a strategy. They are tools.**

WHY THE ORDER IS LOAD-BEARING



THE FAILURE MODE THIS PREVENTS

An organization that starts at level five builds a fund, then searches for a mission the fund can serve. The mission becomes a description of what the mechanism can already do. Our structure is designed so that we are never forced into that position — which is why our intended revenue is designed to come from subscription and service rather than from deploying your capital. **No commercial arrangement is yet confirmed, and Third Attractor is not yet earning any such revenue.** See page 42.

POSITION

We help a family find where it can contribute, find credible people doing that work, and assemble what it needs.

— Not another fund.

— Not another family-office network.

— Not another consultancy.

— Not another software platform.

→ An independent team that helps a family decide, find and assemble.

> A better process around the decisions — gathering, sensemaking, intelligence — so that you act with greater conviction, and your capital can outlive you.

Two names have been offered from inside the group: *enlightened capitalism*, and *a family legacy operating system*. Both useful. Neither is the mission — that is the first line of this document.

Families told us "orchestration layer" meant nothing to them. Fair. Concretely: we hold an independent view of where change matters; we help you see where you can genuinely contribute; we find and strengthen the work; we assemble the people, governance and capital around it; and we measure what happens. We do not own the pieces. We make them work together.

We hold the judgment

The mission. Our own independent reading of how the evidence fits together. The setting of priorities. The shape of family relationships. The work of bringing people and resources together. Discipline where interests conflict. And learning.

We partner for the depth

Deep family development work. Software. Specialist research. Regulated investment management. Local implementation. Venture building. Each is better done by people who do only that.

We do not try to own

Every product, expert, operator, software tool, fund, institution or service a family might need. An orchestration layer that tries to own everything stops being one.

We keep the ability to stop

Every engagement, commitment and experiment has a defined point at which it can be ended, with a documented reason. A machine that cannot stop is not being steered.

Coherence without control. We bring a map before we bring a product. The aim is for the whole to hold together without Third Attractor controlling it.

IN ONE PARAGRAPH — IF YOU REMEMBER NOTHING ELSE

Third Attractor is for families thinking in generations. It holds an independent view of where change may matter most, helps a family see where its intent and resources can genuinely contribute, brings together the right people and capabilities, and moves the appropriate forms of capital into high-leverage action — in service of a resilient and flourishing future for all life.

WHERE WE ACTUALLY WORK TOGETHER

Two different questions, put side by side, honestly.

WE BRING

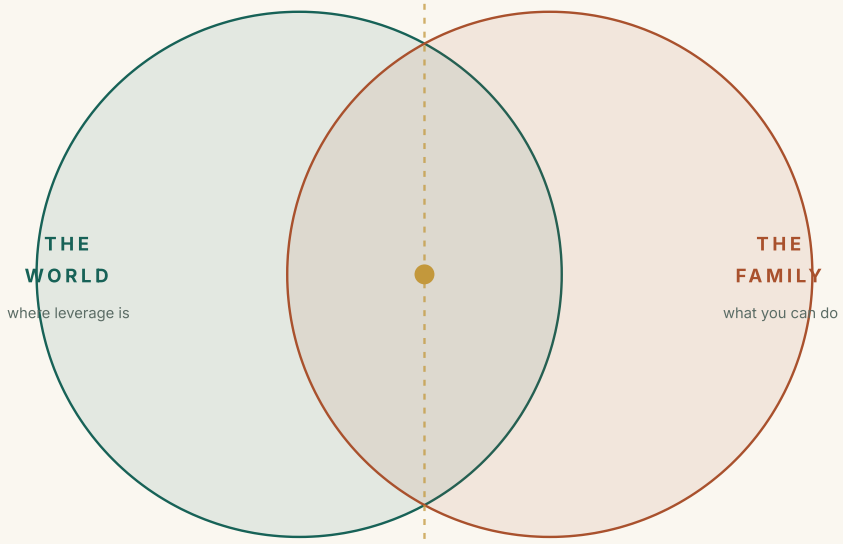
The map

- What is changing, and what is at risk
- Where leverage plausibly lies, and why
- Who is already doing excellent work
- What capability is missing
- How this could fail
- Where we think we may be wrong

YOU BRING

Intent and resources

- What genuinely matters to you
- What you are responsible for
- What you know, own or influence
- Who you know
- What you can actually contribute
- What you will not do



THE HONEST INTERSECTION

narrow by design, and written down

What you receive from this step is not a conversation. It is a short written account of where your family could contribute, why it is justified, and what we considered and rejected.

WHY "HONEST" IS THE OPERATIVE WORD

The commercial temptation is to draw this overlap large, because a large overlap justifies a large engagement. In our experience the genuine overlap is **narrow** — one or two places, not eight. Naming it narrowly — one concern, and one place the family can actually act: its capital, its operating company, its land, its convening power or its name — rather than a long list of worthy causes — is the single most useful thing we do, and the thing most likely to cost us revenue. We have designed our economics so that it does not. See page 43.

We bring the map. You bring intent and resources. Together we find the overlap — and refuse to pretend it is bigger than it is.

WHO THIS IS FOR

The person on the other side of this document.

Every family brings different responsibilities, experience and views. **Nothing below is a profile of you, a diagnosis, or an assumption we will act on.** These are patterns reported by people in our group who sit inside such families; we begin any relationship by asking what matters to you, who should be involved, and what you would and would not consider doing.

01 The capabilities that built the wealth and the ones this transition asks for may differ

Strong analytical and operating capacity is usually abundant. Experience of open-ended, multi-decade, contested questions is less common in any organisation, including ours. **Whether a family wants to do any development work at all is entirely its own call** — it is an option we offer, never a prerequisite we impose.

02 The filters are strong, and they were earned

People arrive constantly with ideas, pitches and asks. Strong filters are a rational response to that. Anything we build has to survive those filters rather than attempt to bypass them.

03 Many are what Nate Hagens calls *the walking worried*

They can see where this is going. The distance between the dominant narrative and the state of the world keeps shrinking. What they lack is not conviction about the problem but a credible, grounded place to put it. The commonest thing we are told, in different words each time, is some version of *I can see it, I have the means, and I do not know where to begin.*

04 The next generation is a distinct constituency, with distinct power

A baseline of trust with each other, a different openness to deep critique, direct access to capital in some families — and, in most, real influence over the generation that holds it. Experience of that generation ranges from heavy expectation to genuine release. **The great wealth transfer** is the single largest handover of capital in history, and it is already underway.

WHAT THAT CHANGES ABOUT HOW WE WORK

PARTNERSHIP, NOT REALLOCATION

We are not trying to get people to move money into things we happen to like. We are building something together, which takes longer and holds better.

GIVE MORE THAN WE TAKE, EVERY TIME

Ten years of pledge events have taught a generation of wealth holders to expect a hand out at every gathering. People leave those rooms tired. The test for any room we hold is whether the family received more than it was asked for.

FOUNDERS DO NOT PITCH IN THE ROOM

Where entrepreneurs appear, it is in a short, bounded, well-vetted session — or remotely. The rest of the time the room belongs to the families.

NOT ANOTHER SOCIAL CLUB

The friendships are a by-product, not the product. We have watched convening become the deliverable elsewhere and are designing against it.

TRANSPARENCY AS THE TRUST MECHANISM

Radical clarity about what we know, what we do not, what we earn and what we want is the only approach that does not trigger the wariness this world has rightly built.

> Generational wealth cannot exist if there is no life on earth to hold it. That is not a moral argument. It is a stewardship argument.

FROM LAYER TO PRIORITY

The four layers, turned into candidate priorities.

Families told us the four layers were beautiful and unusable. So here they are converted into the kind of specific, falsifiable priority we are actually willing to be judged on. ● IN BUILD These are our current candidates under active research, not a published thesis. Thesis development is the first workstream in Part V.

CREATION

Can the living foundation renew itself?

CANDIDATE PRIORITIES

- Food-system resilience: soil, regional processing, farmer economics
- Freshwater security and watershed-scale restoration
- Critical-mineral extraction that leaves places better
- Biodiversity and land under long-horizon stewardship

THE TEST

Does the biophysical capacity to renew measurably improve, at a named place, over a named period?

SYSTEMS

Do capital, governance and technology make flourishing easier?

CANDIDATE PRIORITIES

- Ownership and incentive redesign in operating companies
- Capital instruments suited to long-horizon systemic work
- The governance of powerful technology, including the AI transition
- Coordination infrastructure as shared public capability

THE TEST

Does the rule, right or flow change — such that better behaviour becomes the easier behaviour?

CULTURE

Can people disagree, repair, and choose wisely together?

CANDIDATE PRIORITIES

- Shared sensemaking against an information environment that rewards distortion
- Institutional legitimacy and the capacity for collective decision
- Asymmetric funding of narrative and the civic consequences
- Repair capacity in fractured places and institutions

THE TEST

Can a group that previously could not reach a durable decision now do so — and does it hold?

SELF

Are people becoming more alive, capable and responsible?

CANDIDATE PRIORITIES

- Stewardship capability in the next generation of owning families
- Founder and operator development as a bottleneck on all other work
- Human agency as powerful systems automate judgment
- Health, meaning and the capacity to carry responsibility

THE TEST

Do named people hold more real agency and responsibility a year later than they did before?

Five live referrals from members of this group are running as test cases through the route on page 19. **They are described here without names.** The companies have not consented to appear in a circulated document, and naming them would imply an endorsement we have not made. The named register is held privately, and is shared with a family on request only once the company has agreed.

WHAT IS ACTUALLY IN FRONT OF US TODAY ● CANDIDATES, NOT SELECTIONS

A frontier-biology venture — tests whether we can assess a deep-science bet systemically, rather than on the strength of the story.

A biodegradable-materials case — a solution for the world we want, not the world we are in. Useful precisely because it exposes that distinction.

A waste-to-resource infrastructure business — AI and robotics turning a cost line into a revenue line. Infrastructure, not a product.

A monetary-design proposal — deepest leverage, longest horizon, least legible to conventional diligence.

An agri-tech and food-supply case — where the margin to solve the problem may simply not exist inside the current system.

None is a shortlist entry and none is an endorsement. No candidate becomes a priority without a causal account, source evidence, alternative explanations, expert review and a named decision owner.

SIX QUESTIONS WE ASK ABOUT OUR OWN WORK

Being effective and being wise have to go together.

Each of these is a constraint on our own behaviour, not a claim about the world. They are applied to our own decisions in writing, and a decision that fails one does not proceed on the strength of the others.

TRUTH

Are we seeing reality clearly?

Sources attached. Uncertainty named. Alternative explanations considered. The uncomfortable version reported alongside the flattering one.

SERVICE

Who really benefits, and who bears the cost?

Including people who were not in the room, and people who come after. A benefit captured by the already-powerful is not the benefit we aimed at.

DIGNITY

Does this increase agency and relationship?

Or does it make people more dependent, more managed, more observed? Local agency is preserved, not optimized away.

STEWARDSHIP

Are resources and power used responsibly across generations?

The horizon is not the fund life or the news cycle. It is what we are handing forward, and to whom.

HUMILITY

What might we be wrong about? Can we change course?

The map is a hypothesis, not a doctrine. We hold models lightly, use power carefully, and preserve the ability to stop.

FRUIT

Are we judging by consequences, not intentions alone?

Applied after the fact, not before. Intentions are the cheapest thing in this field. What actually happened is the only report that counts.

AND THE CULTURE UNDERNEATH IT

A compass governs decisions. These three govern the group that makes them. Where organisations in this field come apart, it is almost never the analysis — it is one of these three left incomplete.

The standard we set for each other: *spine strong, heart open, soul on fire* — and the role is closer to *immune cells* in a body than to an institution in a market.

AFFINITY

Genuine regard for each other, maintained deliberately rather than assumed. Without it, every disagreement becomes a threat.

REALITY

A shared, grounded account of what is actually true — including the parts that cost someone something to say.

COMMUNICATION CYCLES

Every cycle completed. Nothing left open, implied or carried. Incomplete cycles are where friction compounds into failure.

We are participants in something larger than ourselves, not its masters — so we use power carefully, hold our models lightly, protect local agency, and keep the ability to stop.

Part III

From idea to grounded reality.

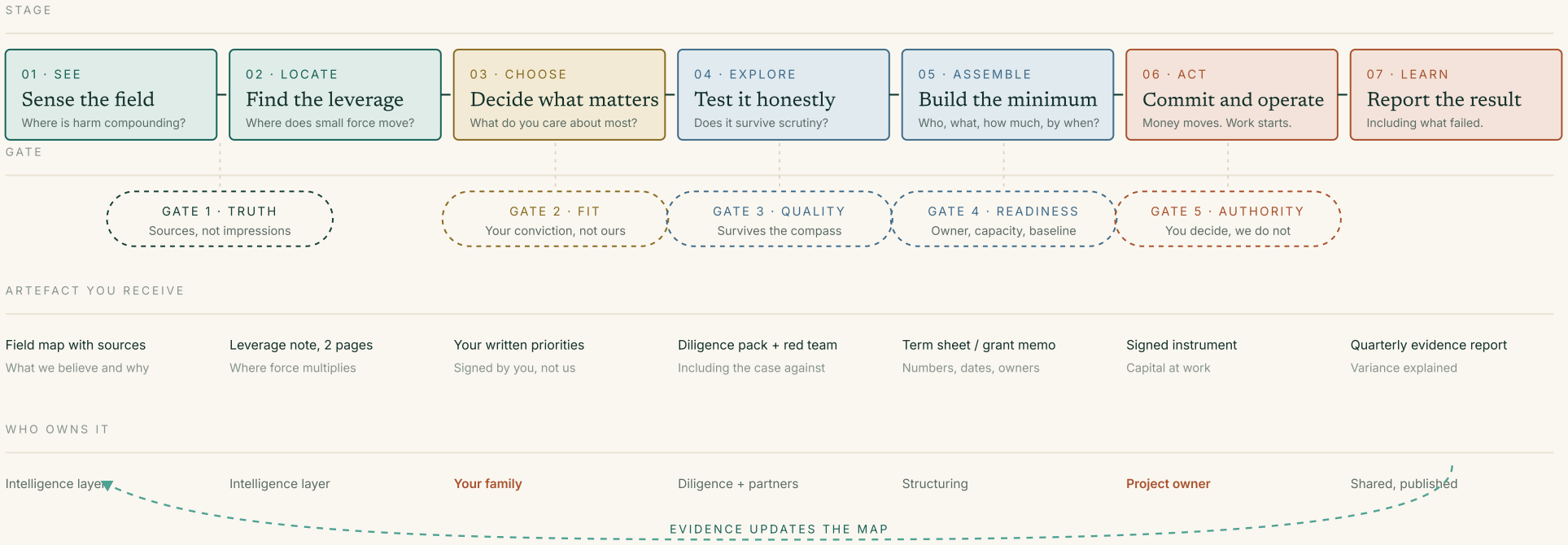
The route a concern travels to become a thing that exists in the world, with a name on it. Seven stages, five gates, and a defined point at which each one can be stopped.



ONE PAGE, SEVEN STAGES, FIVE GATES

An idea becomes real by surviving a sequence of refusals.

Each gate is a place where work stops unless something specific has been demonstrated. The named owner of each refusal is on page 24. Nothing on this diagram is optional, and no stage can be skipped because a funder is enthusiastic.



THREE QUESTIONS THIS ROUTE EXISTS TO ANSWER

"A thousand right answers do not add up to one effective pathway." The route exists to turn a field of good intentions into one sequence that can actually be followed.

"What does success at each of these stages look like, so that if I do something, I know I am doing what everyone wants?" Each gate answers that question in writing, with a named owner.

"Where is the trunk? What can we do today?" Stage 01 begins now, on live cases, inside existing organisations — not after the structure is settled.

THE OPTION AVAILABLE AT EVERY STAGE

Wait. Not every concern should be funded now. Deciding not to act, and recording why, is a legitimate outcome of this route — and historically the one most often skipped.

THE ORDER OF REASONING

We start with what needs to become true, not with the vehicle we happen to have.

FIRST

Mission — what must become true?

Stated as a condition in the world, in plain language, with a date. Not as a programme, a product, or a round.

SECOND

Reality — what is actually in the way?

The constraint, named. Usually it is not money. It is a missing owner, a rule, an incentive, a relationship, or a capability.

THIRD

Leverage — where does small force move much?

The depth of intervention is chosen deliberately, using the ladder on the facing page, not chosen by default.

ONLY THEN

Mechanism — grant, equity, debt, company, convening, software

The instrument is the last decision, not the first. A fund is not the strategy. Neither is a foundation, nor a piece of software. They are tools.

NOT THIS

PROBLEM → SOLUTION → INVESTMENT PRODUCT → SCALE

This sequence is fast, legible, and reliably produces activity without changing the condition that caused the problem. It is also how most well-intentioned capital behaves.

THIS

LIVING SYSTEM → RELATIONSHIPS → CONSTRAINTS → EMERGENCE → INTERVENTION → FEEDBACK

Slower to start and harder to pitch. **This is our working preference, not a proven rule.** We believe it produces interventions shaped by the system rather than by whichever instrument happened to be available, and the first ninety days exist partly to test whether that belief survives a real case.

WHAT THIS CHANGES IN PRACTICE

- We will decline work that fits our vehicles but not the mission
- We will sometimes recommend a mechanism we do not operate, and no fee follows
- We will fund the missing owner before funding the project

> If the honest answer is “the thing that needs to exist is not an investment”, we are obliged to say so.

CHOOSING THE DEPTH DELIBERATELY

Most capital works at the top of this ladder. We believe most leverage is at the bottom.

SHALLOWEST

Symptoms and events

Treat the harm in front of you. *Food parcels during a shortage.* Necessary, immediate, non-compounding.

LEVEL 2

Flows and feedback

Change what moves and how fast it is sensed. *Shorten a supply chain; measure soil annually.*

LEVEL 3

Rules and ownership

Change who decides and who holds the asset. *Community land trust; procurement rules; cooperative equity.*

LEVEL 4

Goals

Change what the system is for. *From yield per acre to nutrition per acre, and the accounting that follows.*

DEEPEST

Paradigms

Change what is thought normal. *From land as extractable asset to land as inherited trust.* Slowest, hardest to attribute, and in our view the most durable — a belief we hold, not a result we can show.

Depth is a choice, and each level is legitimate. The failure is not working shallow — it is working shallow while believing you are working deep. Every piece of work we take on is assigned a level in writing.

THREE RESPONSIBILITIES, APPLIED AT ANY DEPTH

PROTECT WHAT MATTERS

Defend what must not be lost. The cheapest form of progress, and the most frequently neglected.

BRIDGE WHAT NEEDS TO CHANGE

Carry people and institutions through the transition without collapse. Most of the real work sits here.

HELP BUILD WHAT DESERVES TO BECOME NORMAL

Highest variance, longest horizon, needs the most patient capital of the three.

THE FOURTH DISCIPLINE

Evolve the approach itself

A method that cannot be corrected by evidence is a doctrine. Our operating model is reviewed against outcomes each quarter, in the same report that covers the projects. Where we were wrong, that is stated in the first paragraph, not the appendix.

STATED HONESTLY

Nearly all tangible evidence available today sits at levels 1–3. Levels 4 and 5 are where our thesis claims the leverage is, and are the hardest to evidence. We mark that distinction explicitly in Part IV rather than blurring it.

The same split runs through the portfolio: *solutions for the present* and *solutions for the future*. The first keep people whole through the transition. The second *depower the current system* — and because the market is substantially co-opted, that second category rarely wins on price alone.

Working at depth is not the same as working slowly. It means choosing the level at which the change can hold.

WHAT YOU ACTUALLY GET, AND WHEN

Seven stages, each ending in a document you can hold, challenge, or refuse.

STEP	WHAT HAPPENS	WHAT YOU RECEIVE	TYPICAL ELAPSED	WHO LEADS	WHAT WE NEED FROM YOU
01 See	We map the field — conditions, actors, causal account, and what the evidence does not support.	Field map with sources attached and uncertainty marked	2–4 weeks	Intelligence layer	One conversation about what you are genuinely worried about
02 Locate	We identify the points where a small, well-placed force changes the trajectory, and the depth at which it must act.	Leverage note, two pages, with the depth level named	3–6 weeks	Intelligence layer	Your reaction — including where you think we are wrong
03 Choose	You decide which of these you want to carry. This is a family decision and we do not make it for you.	Your written priorities, signed by you	2–3 weeks	**Your family**	A decision, and clarity on who in the family holds it
04 Explore	Diligence on the specific route, with a deliberate case against it, reviewed by people who disagree.	Diligence pack with a red-team section	6–12 weeks	Diligence and partners	Access to your advisers; tolerance for bad news
05 Assemble	The smallest system that can do the work: owner, capital, governance, capacity, baseline, stop condition.	Term sheet or grant memo — numbers, dates, owners	4–10 weeks	Structuring	Confirmation of amount, instrument and co-funders
06 Act	Capital moves and work begins. The project owner is accountable for delivery, not us.	Signed instrument and an operating plan	On signature	**Project owner**	Signature, funds, and patience with the operating phase
07 Learn	We report against the baseline — failures, variance, and what we changed as a result.	Quarterly evidence report, published to participants	Continuous	Shared	Willingness to read the uncomfortable version

ON THE TIMINGS

Proposed service levels, not delivery history — we have never run this end to end. Added up sequentially these stages total 17–35 weeks, which is why the ninety-day pilot deliberately runs 01–04 on a narrow case and does not promise 05–07.

ON STOPPING

A family can exit after any step. The artefacts produced up to that point remain yours.

ON SEQUENCE AND YOUR TIME

Steps 01–02 can run for a whole cohort and overlap; 03–06 are specific to one family and one project. The family's own time is roughly a half-day a month, plus a decision at step 03 and a signature at step 06.

STEP 05, IN DETAIL

Capital alone is not an intervention. It is one component of six.

Most well-funded failures are not failures of money. They are missing one of the six components below, and the money arrived anyway. Where a component is absent, our job is to build it before the capital moves — or to decline.

01

Define the condition

What must be true, for whom, by when — in one sentence a sceptic could verify.

Fails if: the goal is an activity, not a condition.

02

Find the binding constraint

The one thing whose absence stops everything else. Often not capital.

Fails if: we assume the constraint is money because money is what we have.

03

Assemble the minimum

The least structure that can hold the work and still be stopped cleanly.

Fails if: the vehicle becomes more interesting than the outcome.

04

Prove it, then widen

One site, one cohort, one city. Evidence before replication.

Fails if: we scale the model before we have evidence it works.

SIX THINGS THAT MUST BE PRESENT BEFORE CAPITAL MOVES

01 **A named owner** — a person, not an org chart

02 **Matched capital** — the right instrument for the risk

03 **Explicit governance** — who can say no, and why

04 **Operating capacity** — the named people who will do it

05 **A measured baseline** — what is true today, written down

06 **A stop condition** — what would make us end this

FOUR SOURCES OF WORK, TRIED IN THIS ORDER

FIND
Already working, under-capitalised. Cheapest and most under-used.

REPURPOSE
Technology built for something else, redirected to the plan.

ACQUIRE
Buy the infrastructure, then change what it is pointed at.

BUILD
Nothing exists. Back a venture builder; accept the failure rate.

> Start small enough to learn. Build deeply enough to matter. The discipline is holding both at once.

WHERE WORK STOPS

A plan without named refusals is a plan that will approve whatever arrives.

GATE	WHAT MUST BE DEMONSTRATED	WHAT DISQUALIFIES	WHO CAN SAY NO	IF IT FAILS
1 · Truth after Stage 01	A causal account with attached sources, named uncertainty, and alternative explanations considered	Conviction without sources; a single expert's view presented as consensus	Research lead, in writing	Returns to Stage 01 or is published as an open question rather than a priority
2 · Fit after Stage 03	The family's own written conviction that this is theirs to carry, and who in the family holds it	Enthusiasm from an adviser rather than a decision from a principal	The family	Stops. We do not substitute our conviction for yours, and no fee is earned
3 · Quality during Stage 04	Passes all six compass questions in writing, including a deliberate case against	Strong returns with a failing dignity or stewardship answer	Any compass reviewer, unilaterally	Stops or is redesigned. A failure here cannot be offset by a strong financial case
4 · Readiness during Stage 05	All six MVS components present: owner, capital, governance, capacity, baseline, stop condition	Capital ready and ownership unresolved — the most common failure mode in this field	Structuring lead	Capital is held. We fund the missing component first, or we decline
5 · Authority before Stage 06	The decision sits with the party who bears the consequence, and they have made it	Us deciding on your behalf, or a project owner deciding on a community's behalf	The family, and the affected party	Stops until the right party has decided. Speed is not a reason to skip this

FIVE STANDING SAFEGUARDS, CHECKED AT GATE 3

- **Suppression** — does this quietly reduce someone's agency or voice?
- **Reproduction** — does it recreate the pattern we set out to change?
- **Capture** — who could take this over, and what would they do with it?
- **Lock-in** — does it foreclose better options for the people who come after?
- **Externalization** — who is carrying the cost that does not appear in our numbers?

> A philanthropic grant with weak evidence is not safer than an investment with strong evidence. It is simply unmeasured.

Gates 1, 3 and 4 are ours to enforce and we can be audited on them. Gates 2 and 5 are explicitly not ours — they belong to the family and to the people affected. That division is the single most important structural commitment in this document.

MATCHING INSTRUMENT TO RISK

Six ways capital can act. Choosing the wrong one is how good intentions produce nothing.

The failure is rarely the amount. It is using return-seeking capital for work that cannot return, or using a grant for work that could have been self-sustaining and now never will be.

GIVE

No return expected

For work that should never have to pay for itself: public goods, research, relief, the slow repair of institutions.

Source · Flourishing Futures Foundation

CATALYZE

First money, highest risk

Makes something investable that was not. Feasibility, legal structuring, the first hire, the pilot site, the baseline study.

Source · Catalyst Pool (proposed, p.26)

INVEST

Return expected, mission locked

For work with a real business underneath it, where the mission can be protected in the capital structure rather than in the pitch.

Source · Family capital, regulated vehicles

BUILD

We start it ourselves

Where nothing suitable exists and the gap is important enough to justify founding risk. Rare, deliberate, and reported as such.

Source · Venture building, co-funded

INFLUENCE

Non-capital force

Convening, standards, procurement, narrative, relationships. Often the highest-leverage and lowest-cost instrument available to a family.

Source · Network and convening capacity

WAIT

Deliberate non-action

The constraint is not yet understood, the owner does not yet exist, or the moment is wrong. Recorded with a date to revisit, not quietly dropped.

Source · No capital deployed

TWO INSTRUMENTS ALREADY PROPOSED INSIDE THIS GROUP · PROPOSED · MEMBER-LED, NOT OURS

A public-equity account. Roughly fifty listed companies selected for the good they do, held in a separately managed account — seeded with **$500,000 this year**, targeting **$10–20m within one to two months of launch**. Daily liquidity, full public reporting, open at $50,000 rather than to qualified investors only. The argument is *structural repricing*: make values-aligned behaviour visible in brand equity and share price.

A founder consortium. Thirty to forty founders of eight-figure businesses each roll **10–30%** of their company into one aggregate vehicle and receive a share of every other. Sovereign businesses, united balance sheet, shared economies of scale — and a single entry point for impact capital that cannot currently diligence forty companies separately.

Allocation discipline. The instrument is selected after the constraint is named, never before. Each commitment records why the other five were rejected. Blended structures are allowed; disguised ones are not. Where philanthropy subsidises a return-seeking party, it is disclosed in the memo.

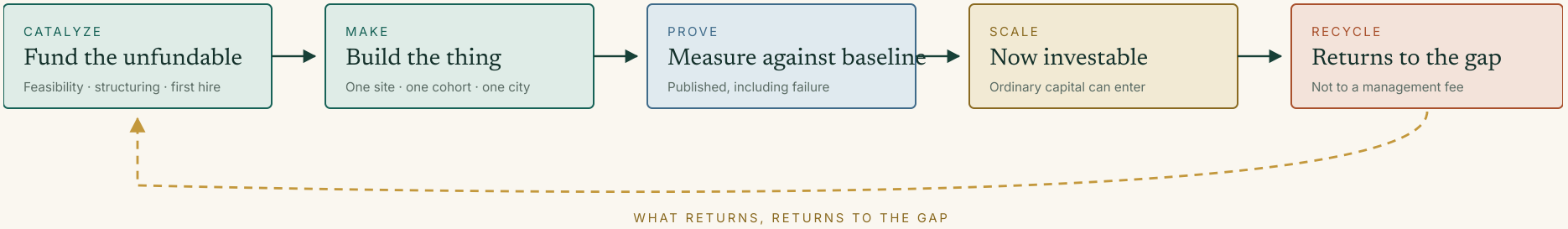
Neither instrument above is a Third Attractor product. Both would be run by their proposers. They appear here because they are the two most concrete capital proposals on the table.

THE MISSING INSTRUMENT

The gap is not between capital and ideas. It is between ideas and the point at which capital can act.

Almost every project we have examined needed money *before* it was investable — and that money has no natural home. The Catalyst Pool exists to fund the work that makes a thing fundable, and to recycle whatever returns back into the same gap.

● PROPOSED DISCUSSED AND NOT OBJECTED TO ON CALLS · NO PARTY HAS FORMALLY AGREED, APPROVED OR COMMITTED CAPITAL



WHAT IT CAN FUND

- Feasibility and baseline studies
- Legal and governance structuring
- The first operator, before revenue
- Pilot sites and prototypes
- Convening the parties who must agree
- The missing owner, where there is none

WHAT IT MUST NEVER BECOME

- A fund with a carry attached
- A balance sheet we are measured on growing
- A subsidy for commercially viable projects
- A way to pay ourselves for deal flow
- A vehicle whose survival becomes a goal

WHY WE KEEP RETURNING TO IT

Pre-investment capital of this kind does exist elsewhere — in project-preparation facilities, recoverable grants and some catalytic philanthropy. **We are not claiming to have invented it.** We are claiming that the families we work with rarely have access to a version of it they control.

It is also among the clearest things a family could fund first: small, bounded, legible, and useful to every other family in the cohort. **Nothing about it is agreed.**

THREE THINGS WE WOULD HAVE TO AGREE BEFORE A SINGLE EURO GOES IN

Size, ceiling and stop. A first pool small enough that losing it changes nothing material for any contributor, with a written ceiling and a date at which it is wound down if the evidence does not arrive.

Who decides, and who can say no. Allocation sits with a named committee that includes contributors; any single contributor can veto the use of their own capital without explaining why.

What recycling actually means. Returns go back to the gap, not to a management fee and not to our balance sheet. If we ever benefit from the pool's growth, the instrument has already failed.

STRUCTURE

Profit and purpose are separated by a membrane, not blended into a slogan.

FLOURISHING FUTURES FOUNDATION

The mission lock

Holds the purpose. Cannot be bought, diluted or redirected by a return requirement.

WHAT IT DOES

- Research and sensemaking that no one will pay for
- Grants, relief, and public goods
- Independent monitoring of the commercial side's real-world effects
- Convening, standards, and the compass itself
- Holds the mission-lock rights over commercial entities

STATUS

● OPERATING Entity established; year-one strategic programme and end-of-year report in preparation.

Why this side exists. A mission that can be outvoted by a return requirement is not a mission. The foundation is the only place in this structure where the answer to *is this still what we said we would do* cannot be overruled by a financial argument.

WHAT CROSSES THE MEMBRANE

- The mission, the compass, and an intended right to veto on compass grounds INSTRUMENT NOT DRAFTED
- Research, maps and evidence — published to both sides equally
- Catalytic capital, one way only: foundation to project, never project to foundation as profit

MEMBRANE

THIRD ATTRACTOR CO. AND PARTNER VEHICLES

The commercial engine

Holds the operating capacity. Earns, invests, builds — within limits set on the other side of the membrane.

WHAT IT DOES

- Family advisory and structuring, on disclosed fees
- Coordination software and the intelligence layer
- Regulated asset management, through licensed partners
- Venture building where nothing suitable exists
- Carries payroll, so the foundation does not have to

STATUS

● IN BUILD Partner capabilities operating; the combined entity, ownership and governance are being formalised.

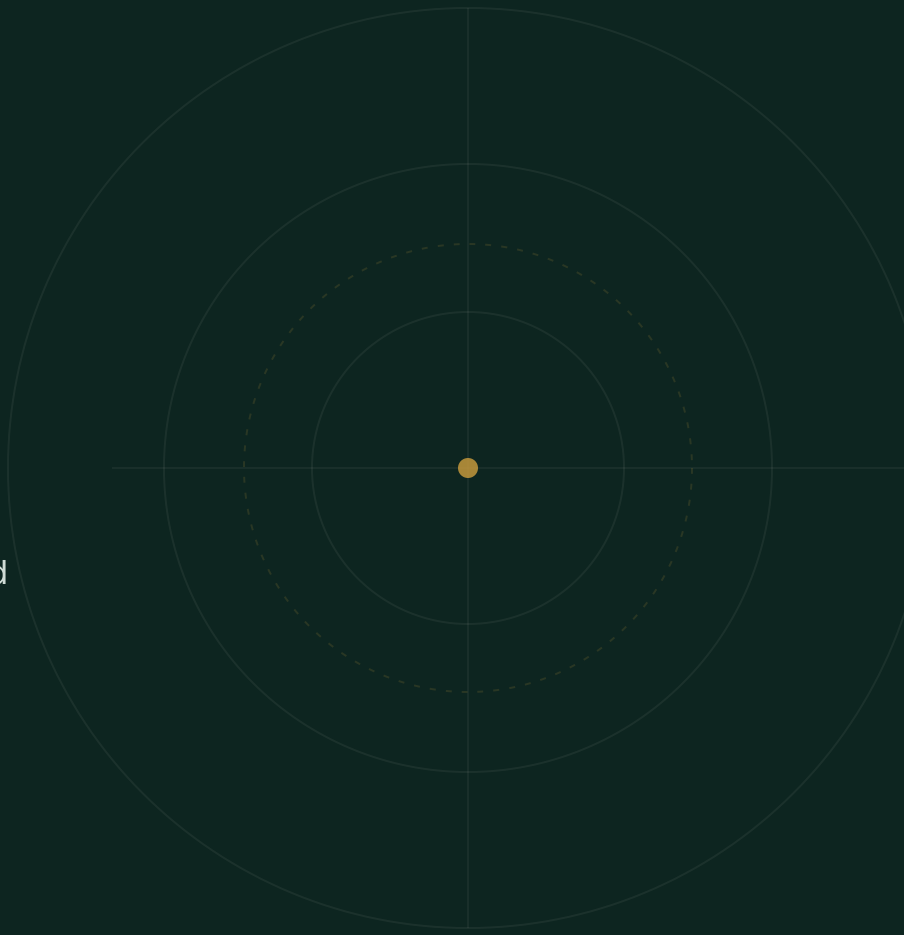
What is genuinely open. Whether this side is a partnership, a joint venture, a new company, a merger or an open-source commons is undecided. Five options are live, none is agreed, and the choice is a gating item — not a detail to be settled later. See page 34.

WHAT DOES NOT CROSS

- Commercial return pressure into philanthropic priority-setting
- Charitable funds subsidising a commercial entity's margin
- Fee income earned on the foundation's own grant-making
- A single person holding the deciding vote on both sides

Part IV

Reported capability, and the open checks.



Everything in this part is a specific, checkable claim with a status and a verification flag. Where a figure comes from a partner and we have not yet audited it, it says so on the same line.

WHAT EXISTS WHAT IS BEING BUILT WHAT WE DO NOT HAVE

Source: the 6 November 2026 working package prepared from a two-hour recorded call, plus the Flourishing Futures Foundation planning session of 3 November 2026. Both are cited page by page. Neither has been independently audited, and we do not present them as if they had been.

WHAT ALREADY EXISTS

The coordination layer is not a concept. It is software that was demonstrated on screen.

On 6 November 2026 the platform was shown live: entity and subsidiary maps, ownership and equity tracking, data rooms, accounting views, and a network knowledge base. What has *not* yet happened is our own hands-on walkthrough with real access; that distinction is maintained below. This is one of **four infrastructure types** the work requires — *financial, digital, physical and cultural* — and the only one with running software behind it today.

ASSET	WHAT IT IS, CONCRETELY	STATUS	WHAT IS STILL REQUIRED TO CALL IT PROVEN
Symviosis platform Coordination and systems architecture	Company and subsidiary mapping, ownership and cap-table tracking, governance circles, data rooms, financials and systemic analysis	● OPERATING SHOWN ON SCREEN	Guided access for our own team and one complete case walked end to end, by us, in our own data
Network knowledge base "Second brain" across the network	Intra- and inter-company knowledge, bottlenecks, inefficiencies and dependencies mapped across a live SME network	● DEMONSTRATED REPORTED	A worked example of a decision that was materially changed by this layer, with the before and after
Volatility and horizon models Open-source inputs	Forward timeline of destabilising and regenerative events, with the underlying indicators and formulas published openly	● OPERATING OPEN SOURCE, UNAUDITED BY US	Independent review of method and back-testing. An open model is inspectable, which is not the same as validated
Think tank / intelligence layer Democracy, systems thinking, governance	Research and expert-convening function, carried on the network's distribution with philanthropic backing	● IN BUILD DEMO SHOWN; LAUNCH INTENDED	A staffed team, a funded operating budget, a decision interface, and the first published brief
Live collaboration record Question → evidence → decision → follow-up	Meeting intelligence linking a question asked on a call to the later answer, the decision and the named follow-up	● IN BUILD PRODUCT EXTENSION, NOT CERTIFIED	One cycle completed on this group's own calls, including a source correction that reopened a conclusion
Analysis throughput Companies and funds, continuously	Dozens of company and fund analyses per week against systemic criteria — the engine behind any claim to source at scale	● OPERATING REPORTED, NOT SAMPLED BY US	A sample of ten completed analyses released to us, including two the team considers weak, so we can judge the standard
Open intelligence MVP Bring your own model	A forthcoming release letting a family connect the datasets and research corpus to its own GPT, Gemini or Claude — intended to be open source and collectively owned, not held by one entity	● IN BUILD ANNOUNCED; NOT YET RELEASED	A release date, a licence, and one family using it on a question it actually has. Open-source intent also requires a named governance holder
Conditionals framework Capital with enforceable strings	A standard book of processes and protocols intended to stop a company becoming extractive as it succeeds	● PROPOSED IN DEVELOPMENT	Drafted terms, legal enforceability tested in one jurisdiction, and one company that has accepted them

The honest summary of this page. The strongest part of our evidence base and the weakest part of our verification. The software exists and is in daily use by a real network. We have seen it; we have not yet used it. Our first obligation before any family commits capital on the strength of this page is to convert **"shown on screen"** into **"operated by us, on a real case."**

WHY THIS MATTERS MORE THAN IT SOUNDS

Families deploy through structures their advisers will sign, not through good intentions.

The regulated perimeter is the difference between a thesis and a transaction. It also carries the highest penalty for overstatement, so every figure here is marked with its source and its verification state — and three of them are specifically scheduled for confirmation before any ask is made.

FCA
UK asset-management licence held, as reported

~5bn
Stewardship capacity under that licence · currency not specified in source

150
SMEs in the coordination experiment · ambition, not confirmed participation

€180,000
Per family, per year, for the existing service · reported

ASSET	WHAT IS CLAIMED, AND BY WHOM	STATUS	WHAT MUST BE CONFIRMED BEFORE WE RELY ON IT
UK asset manager	Acquired outright by Better World for a reported sum in the low single-digit millions; holds an FCA licence, back-office and reporting capability	● OPERATING REPORTED IN CALL	The legal entity, the *actual* permissions on the FCA register, permitted jurisdictions, and who holds regulated decision authority
Stewardship capacity	Capacity to steward approximately five billion under that licence	● DEMONSTRATED UNVERIFIED, CURRENCY UNSTATED	Capacity is not the same as assets under management, and neither is the same as a mandate. We will state current billable assets or state that we do not know
PLC and SME coordination	A listing-ready PLC; roll-up of SMEs into shared and employee ownership. A reported pooled-equity performance figure has been **withheld from this document** pending substantiation and appropriate regulatory review	● IN BUILD EXPERIMENT UNDER WAY	How many SMEs have actually joined, and the audited equity movement
Family service revenue	€180,000 per family per year, covering platform access, analysis, relationship management and workshops; revenue shared between partners	● OPERATING REPORTED; SPLIT NOT DISCLOSED	The service specification, the number of paying families, retention, the revenue split, and the true cost to serve
Fee models for the vehicle	Two shapes discussed: 1% management with 10% performance; or 2% / 20% with half the management fee redirected into experiments	● PROPOSED NEITHER AGREED	Nothing is agreed. The arithmetic in the source (1% of 100m = 1m) is an illustration, not a report of contracted assets
First candidate project	One named project put forward as a possible first case	● PROPOSED CANDIDATE, NOT SELECTED	A candidate, not the automatic choice. It has passed no gate in Part III

A capacity is not a mandate. A licence is not a permission. A discussed fee is not a price. We would rather lose a page of impressiveness than one line of accuracy.

THE PART THAT CANNOT BE BOUGHT

Three organisations have been merging teams for three months. That is the real asset.

Software can be rebuilt and licences can be acquired. A working relationship between a family-service group operating for many years, a systems and software house, and the owner of a regulated vehicle cannot be assembled quickly. It is also the thing most easily broken by a badly designed deal.

~25
People working directly across the three organisations

~60
Including the second layer of the network

3
Months of team integration, on trust rather than paper

~50,000
People employed by the SME network, as described · an ambition figure

OPERATING TODAY

- A family-service group in Belgium and the Netherlands, operating for many years with a real client relationship practice
- A software and systems house providing the architecture, portfolio design and financial engine
- A UK entity holding the regulated vehicle and the SME roll-up structure
- Shared capital pool and revenue sharing already in use to pay and hire people
- A lean cost base, with loaded salaries described as modest by sector standards

● OPERATING REPORTED; STRUCTURE INFORMAL

BEING FORMALISED

- Collective ownership and the legal structure across the three organisations — explicitly unresolved
- A North American relationship team and a local instance of the stack — discussed, nothing agreed
- A joint venture — raised, with no terms, split or mandate
- The Flourishing Futures Foundation's year-one programme and end-of-year report
- A senior operating hire to carry structure and protocol, approached through a trial rather than a contract

● IN BUILD NO TERMS AGREED

RESEARCH PARTNERS BEING ASSEMBLED

- A university group working on the AI transition — introduction in progress
- Specialist institutes with deep domain expertise, over a 30-day outreach window
- Practitioner diligence tooling offered by an existing partner, to be reviewed rather than rebuilt
- Named sector experts for each candidate priority in Part II

● PROPOSED OUTREACH UNDER WAY

The purpose of external stress-testing is to prevent the two failures we were founded to avoid: becoming an ordinary impact fund with better language, or reproducing the frameworks we set out to improve on.

A NOTE ON ATTRIBUTION

The source transcript mislabels several speakers, and some remarks are attributed to the wrong participant. We have followed explicit conversational references and left unconfirmed ownership open rather than guessing. Where this document names a person as responsible for something, that person has either said so themselves or will be asked to confirm before the next version is issued.

EVERYTHING IN PART IV, ON TWO AXES

Substantial capability, thinly evidenced — and we cannot yet tell you which is which.

The horizontal axis is how far something has progressed. The vertical axis is what kind of check stands behind it. **Placements are our own judgement, not an independent assessment**, and several rest on a single partner's account. The empty top row is the honest part of this page.



WHAT THE SHAPE TELLS YOU

The mass sits bottom-right: capability that is reported to be substantial, thinly evidenced. Until the checks are done we cannot tell you whether that is a verification problem or a credibility problem. **Assume the checks may move items down as well as up.**

WHAT WE WILL NOT DO

Move anything up this chart by assertion. An item moves only when a named checker, a date and a scope are attached to it. The chart is reissued each quarter with every change marked, including downgrades.

WHAT THIS BUYS YOU

A small, bounded first commitment can be spent almost entirely on moving items up and to the right. That is the cheapest risk reduction available to any family here.

THE GAP REGISTER

Eight things a sceptical adviser would ask for that we cannot yet produce.

WHAT IS MISSING	WHY IT MATTERS TO YOU	STATUS	HOW AND WHEN IT GETS CLOSED
A track record of completed interventions	Nobody here can yet point to a closed project, measured against a baseline, with results published. This is the central gap and we will not disguise it	GAP	One case taken end to end in the first 90 days, with its baseline published before it starts, not after
An agreed legal structure across the partners	Today the collaboration runs on trust, a shared capital pool and revenue sharing. Admirable, and not something most family advisers will sign against	GAP	Decision 3 of the six on page 47. Requires a UK and a US specialist, and a decision about geography
Independent confirmation of the regulated perimeter	Until the FCA register is checked and authorised individuals are named, the licence is a reported fact and should be treated as one	GAP	Register check and a call with the asset manager's compliance function, before any ask is finalised
A costed, approved operating plan	The €994,400 envelope on page 41 is an author-built planning illustration, not quoted salaries, an agreed budget or secured funding	PROPOSED	Replace the illustrative loaded rate with real, location-specific offers for the first three roles
Named owners for most roles	Three of six workstreams have no confirmed lead. A plan with unassigned ownership is a wish list with a budget attached	GAP	Programme lead, intelligence lead and engineering capacity first; analysts and diligence only once the pilot shows the workload
A tested causal thesis	The four candidate priorities in Part II have falsifiable tests but have not yet been reviewed by people with deep domain expertise who disagree with us	IN BUILD	Thirty-day outreach to research partners, then written review of each candidate priority with dissent recorded
A capital-recovery mechanism for experiment money	Where a family expects its capital back, no instrument, downside, liquidity or governance terms have been defined. This is the question most likely to kill a commitment late	GAP	Decision 4 of six. Drafted terms for each separate pool before any capital is requested, not after
Supply of investable projects	The binding constraint named in the source call: for many priority areas, no company exists whose financial structure lets it address the problem without becoming part of it	GAP	Test four routes on a small number of cases — partner, acquire and repurpose, build, or defer — and report which actually works

WHY THIS PAGE EXISTS

This is the page most documents like this do not contain. Its absence elsewhere is the reason this field is difficult to trust.

HOW TO USE IT

Take it to your adviser and ask them to add to it. If they find a ninth gap, we want it in the next version with their name against it.

THE CONSTRAINT REGISTER

Aligned at the heart, and not yet aligned at the neck.

The previous page lists what we cannot yet show you. This page lists what we have not yet resolved among ourselves. Each item was raised by a member of the group on a recorded call; the wording below is **paraphrased and unattributed; no speaker will be quoted externally without consent**. A coalition that cannot publish its own open questions is not a coalition; it is a launch.

THE CONSTRAINT	AS IT WAS RAISED, PARAPHRASED	STATUS	WHAT WOULD RESOLVE IT
Ownership and contribution	"Who has ownership? What am I sharing in terms of data? My relationship capital — what's mine, what's yours?" A full-body yes at the heart, and an unanswered question at the business layer	GAP	Written contribution-and-claim terms per participant before anything is pooled, including an explicit answer on data and relationships
A definition of success per component	"What does success at each of these stages look like, so that if I were to do something, I know I'm doing what everyone wants?"	IN BUILD	One page per component of the minimal viable system: what exists, what done means, who decides, and the metric
Governance without hierarchy	Building a new airport means coordinating some 800,000 tasks over a decade — and it only works because there is a hierarchy. Here there is none. Who decides the master plan? Who assigns the roles?	GAP	A named decision-rights model, tested on one real allocation decision before it is written into any entity
Intention is not impact	"Intention and impact are very widely different in our culture." Two decades in extractives produced the renewables build-out — and with it cobalt demand and child labour in the supply chain	IN BUILD	A mandatory second-order-consequence section in every intervention memo, with a dissenting reviewer named
Pace: excitement without ground	A previous network of ours generated enormous energy and many simultaneous actions with no ground to hold them. "Patient enough, silent enough to understand the shape of its impact"	PROPOSED	Two parallel tracks, explicitly: a mission council acting now, and a slower strategy track building the foundation
Sequencing of people	Not everyone enters at the same depth or the same time, and pretending otherwise creates quiet resentment. Anyone can walk away at any point	PROPOSED	Clear agreements negotiated relationship by relationship, on a stated sequence, rather than one blanket membership
Minimum viable context	How much shared context is required before collaborative sense-making is even possible — and whose ontology do we use to decide what counts as a focus area?	GAP	One shared ontology drafted and stress-tested against three live candidate interventions, not in the abstract
The relational layer	"We have no map for togetherness." Founders sit at the tip of the spear and carry sole decision-making weight — a faithful reproduction of exactly what went wrong at scale	IN BUILD	Rupture-and-repair practice built into the operating rhythm, not offered as an optional retreat module

WHY WE PUBLISH THIS

Several people here have been in rooms that looked exactly like this one and dissolved. The difference, if there is one, is whether the hard questions were named early or late.

WHAT IT DOES NOT MEAN

Work continues inside existing organisations. But three items are **prerequisites, not parallel tasks**: contribution terms, decision rights, software ownership.

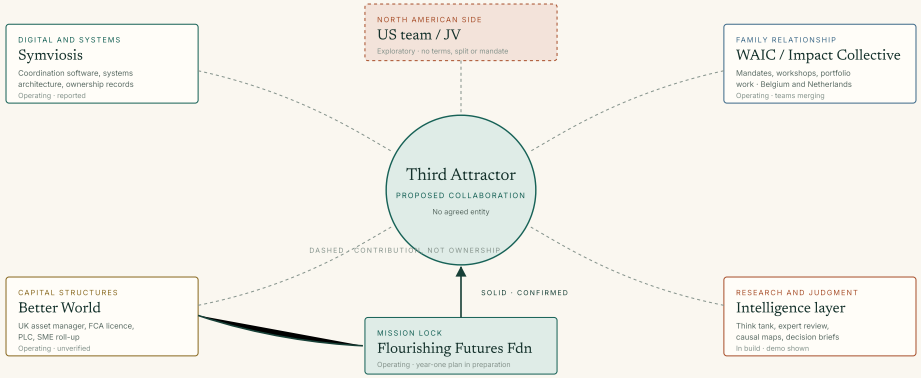
WHAT WE ARE ASKING OF YOU

Read this page before the plan in Part V. If an item here would stop you committing, say which one — that is more useful to us than agreement.

A FUNCTIONAL MAP, NOT AN OWNERSHIP CHART

Five capabilities, five different holders, and no legal entity combining them yet.

Dashed lines mean contribution and coordination. They do not mean ownership, control, or an agreed commercial relationship. Solid lines mean a confirmed, documented arrangement — and there are currently only two of them.



WHAT IS SETTLED, AND WHAT IS NOT

Reported to us, not verified: that Better World owns the asset manager, and that the foundation holds a mission lock. We have seen neither the share register nor the governing instrument, and placement on the map above confers no right on anyone. Everything else is a working relationship without a signed basis. Collective ownership is the stated intent of all parties, and all parties also want it designed rather than defaulted into — informality is a current fact, not a governance philosophy.

What you should ask us: which of these lines will be solid in ninety days, and which will still be dashed in a year?

CAPABILITIES OFFERED INTO THE SYSTEM, NONE OF THEM OWNED BY US

● CONTRIBUTION, NO TERMS AGREED

Founder support at scale	An exited-founder network with diligence and operating support, offered as the first joint MVP to take to market
Narrative and distribution	A top-ten media and PR practice focused on conscious founders, plus a production company and a conscious broker-dealer licence in progress
The human layer	A coherence institute with a trained coach network, embodied-leadership and nervous-system capacity for families and operators
Incentive redesign	An eight-year protocol for redirecting currency flows that does not depend on altruism to work
Trusted family access	Long-standing committee and network relationships with family offices already pursuing transformational investment
Physical hubs	Two consciously built venues offered at no cost to aligned missions, plus a private ranch and a residence available for gatherings

Part V

The plan, with dates and money.

Six workstreams, four quarterly gates, a ninety-day pilot, eight roles, one costed envelope, and four funding routes kept deliberately separate.

90

Days to one complete, evidenced case

6

Workstreams, each with its own evidence of progress

8

Incremental full-time roles, in a deliberate order

€994,400

Illustrative annual envelope · not an agreed budget

The quarters are planning choices, not dates that have been agreed with all parties. The costs are author-built assumptions, not quoted salaries. Both are published in this form so that they can be argued with rather than accepted.

WHAT WE WOULD FUND FIRST

We are funding the people and practices around tools that already exist.

Each workstream shares context with the others but keeps distinct responsibilities and decision rights. Each has a stated *evidence of progress* — the observable thing that would show it is working — rather than a milestone that can be met by activity alone.

01 · FAMILY SERVICE

Make the first family journey repeatable

A documented service, clear access, a named relationship lead, a case walkthrough and a feedback loop.

EVIDENCE OF PROGRESS

Families can understand the service *and its constraints*, and the team can deliver it without one person.

Owner · Relationship leads, to confirm

02 · INTELLIGENCE

A dependable research and prioritisation function

A lead plus analyst capacity. Map the selected interventions, find missing evidence, convene expert review, produce decision briefs.

EVIDENCE OF PROGRESS

Every proposed priority has a causal account, sources, alternatives and a named decision owner.

Owner · Intelligence lead to appoint; thesis contribution proposed

03 · SHARED SOFTWARE

Turn the existing stack into a usable workflow

A coherent onboarding route. Link a question asked on a call to the later answer, decision and follow-up. Test on ourselves first.

EVIDENCE OF PROGRESS

A user moves from a meeting question to evidence, a reviewed answer and an owned next action.

Owner · Product / engineering lead, to confirm

04 · CAPITAL OPERATIONS

Define the authorised service and diligence path

Confirm the asset manager's actual permissions and roles, review options with specialists, document costs and fee terms.

EVIDENCE OF PROGRESS

A named entity and named authorised people own each decision. Reporting and client terms are written down.

Owner · Asset-manager leadership and compliance

05 · PROJECT SUPPLY

Test whether suitable interventions can be made investable

A small number of cases. Examine incentives and conditionals. Compare four routes: partner, acquire, build, or defer.

EVIDENCE OF PROGRESS

The first case has evidence, delivery capacity, aligned terms and a reviewable decision — *or* is deliberately deferred.

Owner · Case leads and domain experts, to appoint

06 · LEARNING AND ECONOMICS

Learn which services genuinely pay for themselves

Track delivery effort, recurring costs, service revenue and case outcomes. Keep grants, fees and repayable experiment money separate.

EVIDENCE OF PROGRESS

The team can state cost to serve, cash needs, and which activities still require subsidy.

Owner · Programme lead and finance lead, to appoint

Note on ownership · Three of these six have no confirmed lead. We have left the gaps visible rather than filling them with names that have not agreed. Workstreams 01–03 are staffed first; 04–06 follow once the pilot demonstrates the actual workload.

FOUR QUARTERS, FOUR GATES

Each expansion depends on evidence from the phase before it. None of it depends on market size.

Only Q1 is costed, and only Q1 is being asked for. ● Q2–Q4 ARE PLANNING HYPOTHESES Everything after the first gate is shown so you can see the shape of the thinking, not because it has been agreed, priced or committed. Treat Q2–Q4 as an appendix to the 90-day plan on page 39. Two tracks run at once, deliberately — a **mission council** for work that can start now under existing organisations, and a slower **strategy track**, externally facilitated, taking roughly six months to build a foundation able to hold the weight.



Q1 · FIRST 90 DAYS

Make one complete workflow work

Appoint the core leads, agree scope and permissions, onboard the group, select the first case, and run one full question → evidence → decision → follow-up cycle.

REVIEW GATE

Demonstrate an end-to-end case, identify who can decide, and show the *actual* effort and cost — not the estimate.

Q2 · REPEAT AND STAFF SELECTIVELY

Prove the service is repeatable

Run a small agreed set of cases, improve onboarding and diligence, test the research service, and decide whether the proposed US relationship model is actually useful.

REVIEW GATE

Demand, delivery quality, cost to serve and required permissions justify the next hires. If they do not, we do not hire.

Q3 · EXTEND THE USEFUL PARTS

Grow only through what is validated

Extend proven workflows across participating families or SMEs. Test one bounded replication route and a reviewed conditionals framework.

REVIEW GATE

Replicated value and operational capacity are evidenced. **No automatic expansion from the size of the addressable market.**

Q4 · REVIEW THE OPERATING MODEL

Decide what deserves another year

Compare realised costs against income, service outcomes, project consequences and failed assumptions. Refine governance. Build the next plan from that evidence.

REVIEW GATE

Continue, change or close each experiment — with a documented reason, published to everyone who funded it.

THE SMALLEST CREDIBLE COMMITMENT

The pilot completes a *decision process*. It does not complete an intervention in the world.

This distinction decides what ninety days can honestly claim. **Complete at day 90 means: one case taken from question to a documented, inspectable decision, with the real effort and cost recorded.** It does not mean capital deployed, a project under way, or a measured outcome — those take years, and page 43 shows an eighteen-month stop condition for a reason. Work starts once scope, budget and authorised responsibilities are agreed, not before.

01 · DAYS 1–15
Confirm boundaries, leads, permissions, baseline and one case

02 · DAYS 16–30
Onboard the group, open the evidence pack, map dependencies

03 · DAYS 31–60
Operate the case workflow; test research, diligence and follow-ups

04 · DAYS 61–75
Review user feedback, incentives, data gaps and actual operating costs

05 · DAYS 76–90
Review the pilot findings and decide the next scope and budget

DELIVERABLE 1

A working onboarding pack

Named platform routes, a written service description, an entity and role map, one guided case, versioned sources and explicit permissions.

Closes the gap between “shown on screen” and “used by us”.

DELIVERABLE 2

A live collaboration record

Selected calls produce linked questions, partial answers, decisions and follow-ups. A source correction can reopen a conclusion.

This is a proposed product extension, not a feature this document certifies.

DELIVERABLE 3

A reviewed intervention brief

One case whose causal claims, economics, incentives, affected stakeholders, risks and decisive missing evidence can all be inspected by anyone in the group.

The first real test of Gate 1 and Gate 3 from Part III.

DELIVERABLE 4

An operating and funding review

Actual staff effort, actual costs, real service demand and any unresolved obligations — supporting the next decision.

No invented outcome or return target fills a data gap.

WHAT A FAMILY GETS FOR FUNDING ONLY THIS

Four artefacts, one case carried to a documented decision, honest cost data, and the right to stop with no further obligation.

FOUR LEGITIMATE ENDINGS, NONE A FAILURE

Proceed to a defined next scope · **Redesign** and re-run · **Wait**, with the reason recorded · **Stop**, keeping the artefacts. Acceptance is the quality of the decision record, judged by the family, not the attractiveness of the conclusion.

WHAT IT DEPENDS ON, AND WHAT IT COSTS YOU

Roughly one half-day session a month plus two reviews, one named family contact, and access to whatever information the case actually requires. Where oversight of regulated activity is needed it comes from the existing authorised entity — **no new hire is assumed or agreed.**

EIGHT INCREMENTAL ROLES

A capacity hypothesis, not a hiring plan. No role here is approved, funded or offered.

Four roles are marked First and four After pilot; the ninety-day pilot assumes roughly four people, not eight. Existing staff, internal transfers, fractional work and location could all change this. Legal, compliance, finance, design and domain expertise are held deliberately outside this list as separately costed specialist support, so that the core stays small enough to stop.

FTE	ROLE	WHAT THEY OWN	HIRING PHASE	WHY NOT LATER
1	**Programme and service lead**	Delivery, dependencies, service design and coordination across all six workstreams	FIRST	Without this role, every question returns to one person — the stated bottleneck
1	**Intelligence lead**	The research process, expert review, and source-backed decision briefs	FIRST	Gate 1 cannot be enforced by anyone who also owns the deal
2	**Product and integration engineers**	Connect existing workflows, improve reliability, implement the live intelligence features	FIRST	The coordination record is the pilot's main deliverable
2	**Systems and evidence analysts**	Map selected cases, check claims, compare explanations, maintain the evidence base	AFTER PILOT	Added only when the pilot has demonstrated the actual workload
1	**Diligence / capital-operations lead**	Case analysis with authorised specialists, operating responsibilities, documentation	AFTER PILOT	Needed before the first transaction, not before the first case
1	**Family relationship / onboarding lead**	The agreed family journey, and testing the proposed North American route	AFTER PILOT	Depends on Decision 3: what the US scope actually is

WHAT WE ARE NOT DOING

A twenty-person shared intelligence function was described in the source conversation as a longer-term possibility. It is **not** an agreed first-year headcount, and this plan deliberately starts at eight.

SENIOR OPERATING CAPACITY

One senior operating role has a possible candidate in mind. No approach, offer or terms exist, and the person is not identified here. Any engagement would start as a bounded trial, not a full-time contract.

ADVISORY, NOT EXECUTIVE

Several highly capable people around this work are better placed as fractional advisers and ecosystem builders than as full-time executives. Saying that clearly is kinder than discovering it after a hire.

NOTHING ON THIS PAGE IS AGREED

There is no single number. There are four different requests, and we have not reconciled them.

A subscription, a management fee, a grant and an investment are four different things, and blending them is how mission drift begins. Every figure below is an **author-built planning assumption** — not a quoted price, an agreed budget, secured funding or a forecast.

THE WORKINGS, IN FULL · ILLUSTRATIVE STEADY STATE

LINE	BASIS	AMOUNT
People	8 FTE × 12 months × €7,500 loaded	€720,000
Specialist support	Legal, compliance, finance, domain	€90,000
Infrastructure	Platform, servers, tooling	€48,000
Pilots and convening	Case work, travel, family sessions	€46,000
Subtotal	Before contingency	€904,000
Contingency	10% of subtotal, stated not buried	€90,400
Steady-state annual cost	If all eight are in post all year	**€994,400**

IF HIRING IS PHASED, 2027 COSTS LESS

At 3 → 5 → 7 → 8 people by quarter, people cost falls to **€517,500** and the year lands near **€772,000**. The €994,400 figure is the *run-rate*, not the 2027 cash need.

THE 90-DAY PILOT, COSTED SEPARATELY

Roughly **€170,500**: four people over three months, weighted legal set-up, one case, a quarter of infrastructure, 10% contingency. **The only number tied to a defined deliverable.**

What is excluded, and why that matters. Baseline payroll at partner organisations; contributed time from the current team; employer taxes beyond the assumed loading; location differentials; working capital; and all project investment capital. **The €5,600 of headroom against a round million is arithmetic, not evidence that the exclusions are affordable.** Figures are euro-denominated; a dollar or sterling version requires rebuilding the local cost base, not applying a rate.

FOUR REQUESTS, UNRECONCILED ON PURPOSE

REQUEST	TO WHOM, FOR WHAT	INSTRUMENT	AMOUNT	APPROVAL NEEDED
90-day pilot	Third Attractor, to run one case end to end	Service purchase or restricted grant — **not decided**	~€170,500 illustrative	The family. Scope and stop conditions agreed first
2027 operating envelope	Third Attractor, to staff the function for a year	Operating grant and/or service revenue	€772k phased / €994k run-rate	Multiple contributors. No single family is asked for this
Platform seed	A joint venture that **does not yet exist**, for shared software	Equity or convertible — structure undecided, five options live (p.34)	€1–3m discussed	Gated on business model and ownership. Nothing accepted until settled
Catalyst Pool	A pre-investment pool, funding work that makes projects fundable	Recoverable grant / catalytic capital (p.26)	No amount proposed	Allocation committee, contributor veto, ceiling, wind-down date

HOW THESE FOUR RELATE

The pilot is **severable**: buy it and stop. The envelope needs more than one family. The seed is **blocked** until the structure question is answered. The pool is **independent**. **They are not stages of one ask, and should not be read as a ladder.**

Client assets are not company revenue. A seed cheque is not committed capital. This page is not an offer of securities or a solicitation.

CONFLICTS, STATED BEFORE THEY ARISE

If our income depends on you transacting, you should know that before you read our advice.

Five qualities determine whether capital moves well: credibility, credible relationships, integrity, character and competence. Four of those are about who we are. The fifth — competence — is the only one that can be bought, and it is the one that matters least if the others fail.

ACTIVITY	HOW WE ARE PAID	THE CONFLICT THIS CREATES	HOW IT IS CONTROLLED
Field maps and leverage notes Stages 01–02	Cohort-funded or grant-funded. Shared across families at no marginal cost	Low. There is a mild incentive to make the field look more urgent than it is	Sources attached, uncertainty named, and the same map goes to every family including the ones who decline
Diligence and structuring Stages 04–05	Fee for work done, disclosed in advance, not contingent on the deal closing	Moderate. Fee-for-work still rewards activity over restraint	We are paid the same whether our recommendation is proceed, redesign, or stop. A declined case is a completed piece of work
Regulated asset management Via licensed partners	Management fee on billable assets, via the authorised entity	**High.** Asset-based fees reward gathering assets, whether or not deployment is wise	Not our decision to take. Regulated authority sits with named authorised individuals, and the compass veto sits outside the fee line
Software and coordination	Subscription, reported at €180,000 per family per year	Moderate. Subscription income rewards retention, which can reward comfort over honesty	Published service specification, and the uncomfortable version of the quarterly report goes to subscribers first
Venture building	Equity in what we help create, alongside other founders	**High.** Equity rewards building rather than finding something that already works	Build is the *last* of three options, after find and strengthen. Every build decision records why the first two were rejected
Foundation grant-making	Not paid. No fee is earned on the foundation's own grants	No fee. Residual conflicts are reputational — a grant that reflects well on us, or on a family we also serve commercially	Structural, not discretionary. This is what the membrane on page 27 is for

FOUR COMMITMENTS ON MONEY

- Every fee we earn from your activity is disclosed to you before you decide
- We will recommend mechanisms we are not paid for, and say so when we do
- No success fee, finder's fee or carry on a family's first commitment
- Where we hold equity in something we recommend, it appears on the first page of the memo

> Many people chase the money. The ones it reaches are working on credibility, credible relationships, integrity, character and competence.

Which is why the conflicts are printed here, in the plan, not disclosed later.

ILLUSTRATIVE · NO COMMITMENT IMPLIED

What the whole route looks like when applied to one concern.

This is a construction, not a case study, and it is marked as such on every row. It exists because the sequence in Part III is abstract until you see it carry one concern all the way through to a number, a name, and a date.

● ILLUSTRATIVE NO PROJECT NAMED, NO CAPITAL COMMITTED

STAGE	WHAT HAPPENS IN THIS EXAMPLE	ARTEFACT	GATE, AND WHO HOLDS IT
Concern	A family says: “if the supply chain into our region fails for three weeks, what actually happens to people here?”	A question, written down and dated	—
01 See	We map the region's actual food system: where calories come from, days of buffer, load-bearing single points of failure, and what the evidence does *not* support	Field map, sources attached, three claims marked as unsupported	**Gate 1 · Truth** Research lead
02 Locate	Not production or capital. No entity holds responsibility for regional buffer capacity, and procurement rewards the lowest-cost distant supplier	Leverage note. Depth assessed at Level 3 — rules and ownership	—
03 Choose	The family decides this is theirs to carry, and names which family member holds it	Written priority, signed by the family	**Gate 2 · Fit** The family
04 Explore	Diligence on two routes: a procurement-standard change, or a producer-owned buffer co-operative. A red team argues that both fail without a named operator, and that the co-operative risks capture by the largest producer	Diligence pack with the case against stated first	**Gate 3 · Quality** Any compass reviewer
05 Assemble	Catalytic money funds the baseline study, the legal structure and the first operator. Procurement reform is pursued through convening, not capital. A stop condition is set: if buffer days do not improve within eighteen months, this ends	Grant memo and term sheet. Six MVS components confirmed in writing	**Gate 4 · Readiness** Structuring lead
06 Act	The operator signs. The co-operative is incorporated with ownership held locally. The family's capital is one of three sources and not the largest	Signed instrument and operating plan	**Gate 5 · Authority** Family and affected parties
07 Learn	Buffer days are measured against the published baseline every quarter. The procurement route stalls, and that is reported as a failure	Quarterly evidence report, published to participants	Feeds back into the field map

WHAT THIS EXAMPLE DEMONSTRATES

The constraint was not money. The right depth was rules and ownership. Two instruments were used, one of which was not capital at all.

WHAT IT DOES NOT DEMONSTRATE

That we have done this. We have not. Page 33 is explicit that a completed, measured intervention is our central missing piece of evidence.

WHY IT IS STILL HERE

Because the first ninety days exist to replace this page with a real one — and you should be able to see, in advance, exactly what shape that real one will take.

Part VI

What we are asking, and how to refuse it.



What success looks like, the six things we must be willing to say out loud, the decisions that are actually required, and what seven families told us was wrong with the last version of this document.

A document that makes refusal difficult is not a plan, it is a pitch. The pages that follow are designed to make it easy to say no, and specific enough that a no tells us something useful.

JUDGED BY CONSEQUENCES, NOT INTENTIONS

Three horizons, each with something observable at the end of it.

Intentions are the cheapest thing in this field. So each horizon below is written as a condition someone outside this group could check, and each carries the result that would tell us we were wrong.

BY THE END OF THE FIRST 90 DAYS

One complete case exists

- A field map with sources, published
- One case taken from question to decision, with the baseline recorded before the work started
- Named people holding each of the five gates
- Actual effort and cost data, not estimates
- At least three items moved up the readiness matrix on page 32, with the check attached

WE WERE WRONG IF

Ninety days produce documents but no case, or the cost data is unavailable.

BY THE END OF THE FIRST YEAR

The service is repeatable without heroics

- Several families through the journey, each able to describe the service *and its limits*
- Every stated priority carries a causal account, sources, alternatives and a decision owner
- The regulated perimeter independently confirmed and documented
- A published report naming at least one failure and what changed because of it
- Cost to serve known well enough to say which activities still need subsidy

WE WERE WRONG IF

Delivery still depends on one or two individuals, or no failure has been reported.

OVER A GENERATION

The conditions themselves have shifted

- Capital flows to work that regenerates rather than extracts, because that is now the easier path
- Families who began here are stewards their own children would choose
- Institutions in our chosen domains can reach durable decisions they previously could not
- Interventions we started are owned locally and no longer need us
- The approach has been corrected by evidence more than once, publicly

WE WERE WRONG IF

Our own institution has become the thing being preserved.

> The deepest form of success is that the work outlives the vehicle, and nobody has to remember who funded it.

SIX SENTENCES WE MUST BE WILLING TO SAY

If we stop being able to say these, something has gone wrong.

These are not values. Values are free. These are specific, uncomfortable sentences, and each one has a cost attached. The test of this document is whether you hear them from us in two years without having to ask.

01 **“We were wrong about this, and here is what it cost.”**

In the first paragraph of the quarterly report, not the appendix. Cost: looking less competent than our peers who do not publish this.

02 **“The thing you should do here is not something we are paid for.”**

Said at the point of recommendation, not afterwards. Cost: revenue we could have earned by staying quiet.

03 **“This project failed the compass, so it does not proceed — even though the returns were good.”**

Any compass reviewer can say this unilaterally, and a strong financial case cannot offset it. Cost: declining deals that would have made the portfolio look better.

04 **“We do not know, and we are not going to estimate.”**

No invented outcome or return target fills a data gap. Cost: appearing less prepared than people who fill gaps with confidence.

05 **“The right answer is to wait, and here is the date we will revisit it.”**

Recorded as a decision with a review date, not quietly dropped. Cost: capital sitting undeployed while we are judged on deployment.

06 **“This should now be owned by someone other than us.”**

Including handing on work we started and would prefer to keep. Cost: our own institutional importance.

FOUR THINGS THAT SHOULD MAKE YOU WALK AWAY

- Our status chips start migrating upward without checks attached
- A quarterly report arrives containing no failure and no variance
- The gap register on page 33 gets shorter without anything being closed
- One person ends up holding the deciding vote on both sides of the membrane

HOW THIS IS INTENDED TO WORK — AND WHAT IS NOT YET ENFORCEABLE

Gates 1, 3 and 4 are ours and can be audited. Gates 2 and 5 are not ours at all. No success fee or carry attaches to a family's first commitment, and the quarterly report goes to everyone who funded the work, in the same version. **The compass veto is a design intention, not a documented legal right — no instrument exists yet.** Treat it as a commitment we are making, not a protection you hold.

WHAT ACTUALLY NEEDS TO HAPPEN NEXT

Six decisions turn this from a well-argued document into an agreed plan.

Three belong to the partner group and must be settled **before** a family is asked for anything; three belong to a family. Each is bounded and each has a holder — but **decisions 2 and 3 require legal and compliance input and will not be settled in a single meeting.** They can, however, be scoped in one.

DECISION	THE ACTUAL QUESTION	WHO HOLDS IT	CONSEQUENCE OF NOT DECIDING
1 · First collaboration scope	Which one or two workflows demonstrate value first? The family platform, the intelligence function and the thesis all attracted interest; the focus was never chosen	Partner group	Effort spreads across three fronts and none reaches an evidenced result
2 · Governance and authority	Who owns the operating plan, controls the budget, and makes each regulated or project decision? Shared analysis is not delegated investment authority	Partner group	Capital arrives before ownership is resolved — the most common failure mode in this field
3 · Joint structure and geography	Five live options and no terms agreed on any of them: **partner, joint venture, new company, merger, or open-source** the stack and run it ourselves. A sixth option was raised on a call — a *nucleus* into which each organisation contributes 10–20% of itself and receives a share of every other. It is an idea, not a proposal anyone has worked up	Partner group	The collaboration continues on trust, which works until it does not, and cannot be signed against
4 · Funding instrument and recovery	Is a given contribution a service purchase, a grant, an operating investment, or experiment capital? If repayment is expected, what realistic mechanism returns it?	The family	The question that most often kills a commitment late, after goodwill has been spent
5 · People and costs	Which capacity can existing teams provide, which roles are genuinely incremental, and what are the real loaded rates?	Partner group, with the family	The €994,400 figure stays an illustration and cannot become an ask
6 · Intervention thesis and safeguards	Which cases meet the causal and incentive tests? Which conditionals are actually enforceable, who bears the risk, and how can an affected party challenge a decision?	The family, with the research partners	We invest at the depth that is easy rather than the depth that holds

IF YOU WANT TO START SMALL

Fund the ninety days

The only ask tied to a defined deliverable: four artefacts, one case carried to a documented decision, honest cost data, and the right to stop. It completes a decision process, not an intervention. Severable from everything else on page 41.

IF YOU WANT TO START USEFUL

Fund the Catalyst Pool

Pre-investment capital of this kind exists elsewhere; what is missing is a version the families here control. Small, legible, useful to every other family in the cohort — and entirely unagreed. Terms on page 26.

IF YOU WANT TO START WITH NOTHING

Take the gap register to your adviser

Ask them to find a ninth gap. Send it to us. That costs you nothing, commits you to nothing, and is genuinely the most valuable thing you could do for this work this quarter.

THE METHOD BEHIND THIS VERSION

No real family has reviewed this. We simulated seven, then fifteen, and rebuilt around what broke.

This is a simulated editorial exercise, not feedback from actual families and not an endorsement by anyone. Seven composite perspectives were constructed, each from a distinct kind of owning family and a distinct professional reflex, and the draft was read against them. The challenges below are invented tests, not quotations. We publish them so a reader can see what we were testing for and judge whether we responded.

PERSPECTIVE	THE CHALLENGE THE PERSPECTIVE WAS BUILT TO RAISE	WHAT CHANGED IN RESPONSE
Third-generation industrial family Europe · operating company roots	Eighteen pages and I could not find a single number, date or name. We have run factories for sixty years. Show me the plan, the cost and the person responsible.	Parts IV and V are now almost entirely figures, dates and owners: the readiness matrix (p.32), the 2027 sequence and gates (p.38), the ninety-day pipeline (p.39), eight named roles (p.40) and a costed envelope (p.41)
Next generation US · two siblings, thirties	This is beautifully written and I could not explain it to my father in five minutes. Where is the one page I can hand across the table?	Page 3 is now the whole thesis on one page — vision, mission, why, how, evidence and ask with a single master diagram. Page 2 explains how to read the status conventions before anything is claimed
Single-family office CIO Fiduciary, professional	No fee schedule. No conflicts disclosure. No regulated perimeter. I cannot take this to an investment committee however good the thinking is.	Page 30 sets out the regulated perimeter with every figure flagged for verification. Page 42 publishes how we are paid, the conflict each route creates, and how it is controlled — including the three rated high
Philanthropic foundation family Nordic · grant-making tradition	You blur philanthropy and investment. Which is which, who decides, and how do you stop charitable money subsidising someone's margin?	Page 27 introduces the membrane with explicit lists of what crosses and what does not. Page 25 matches instrument to constraint. Page 41 keeps the four funding routes separate
Trading-house family Gulf · generational commodity base	Your only example was hypothetical. Where is the proof? One case you have actually done, measured, with the result published.	We could not produce one, so we said so. Page 33 names it as the central gap; the example on page 43 is labelled illustrative on every row; the first ninety days exist to replace it
Technology-exit family US west coast · operator instincts	I understand the worldview. I do not understand the mechanism, and I especially do not understand what you are refusing to do.	Part III is now a seven-stage route with five named gates, what disqualifies at each, and who can say no (p.19, p.24). Page 13 states what Third Attractor is not. “Wait” is a formal outcome at every gate, not a failure to pass one
Multigenerational stewardship family Asia · century horizon	Who decides? And if we want to stop, what happens to the work, the people and our name?	Gates 2 and 5 are explicitly *not* ours — they belong to the family and to affected parties. A family can exit after any stage, keeping the artefacts. Every project carries a written stop condition

THE SINGLE CRITICISM THAT RESHAPED THE WHOLE DOCUMENT

The previous draft described intentions in the grammar of accomplishments — everything written as though it had already happened. The fix was not softer language but a convention: every claim now carries a status *and* a statement of who checked it, on separate axes, so that “real” and “proven” can never be quietly conflated. **The next correction is to replace simulated readers with real ones, with their consent.**

WHAT WE DELIBERATELY DID NOT CHANGE

Two of the simulated perspectives argued for cutting the philosophy. We kept it: the reason this work can be trusted at depth is the reasoning underneath it, and a document of numbers alone would be indistinguishable from the funds we were founded to improve on. We moved it earlier, made it shorter, and put the numbers where they can be found without reading it. **A second round of fifteen simulated perspectives produced the evidence and attribution corrections carried through this version.**

PROVENANCE

Where every claim in this document came from.

PRIMARY SOURCES

01 Working package, 6 November 2026

An onboarding paper and a proposed 2027 roadmap from a recorded two-hour call with five participants. The origin of every figure in Parts IV and V.

02 Retreat sessions, 29 and 30 October 2026

Two recorded virtual sessions alongside the Asheville retreat, 22 participants. Source for the three responsibilities, the culture triad, the constraint register, the family description and the capital proposals.

03 Platform deep-dive, 5 November 2026

Seven participants. Partnership options, analysis throughput, the open intelligence MVP, the scale figures (p.8) and the named candidate interventions (p.16).

04 Foundation planning session, 3 November 2026

Thesis development, supply-side criteria, the five qualities (p.42), and the foundation's role as mission lock.

05 thirdattractor.com and the initiation film

The published vision, mission, four-layer framework, operating compass and design language, and the film's three responsibilities quoted verbatim on p.21.

06 Previous draft, v5

The structural starting point, and the subject of the seven-family critique on p.48.

THREE LIMITATIONS WE WANT ON THE RECORD

- Operating capabilities, licence scope, relationships, team sizes and commercial figures are **reported in the source calls and have not been independently audited** by us
- Screen-shared material and linked blueprints have not been reconstructed as verified source data
- The transcripts misattribute several speakers; unconfirmed ownership is left open rather than guessed

STATUS OF THIS DOCUMENT

This is a working document prepared for discussion with families and partners. It is not an offer, a solicitation, a prospectus, or financial advice. It does not constitute a commitment by any party named in it. Figures described as illustrative are author-built planning assumptions and are not quoted prices, agreed budgets, secured funding or forecasts.

Organisations and individuals are named on the basis that consent has been sought, and described with accuracy, including where that accuracy is unflattering. **This is our undertaking, not evidence that consent was given — written confirmations are being collected and are not yet complete.** Any party who believes they have been described inaccurately should tell us, and the correction will appear in the next version with their wording.

HOW TO RESPOND USEFULLY

MOST USEFUL
A ninth entry for the gap register on page 33, with your adviser's name against it.

ALSO USEFUL
A claim on pages 29–31 you think we have overstated. We will either evidence it or withdraw it.

WORTH A CONVERSATION
One of the four candidate priorities on page 16 that you would want to carry yourself.

A CLEAN NO
Entirely welcome, and more useful to us than a polite maybe — especially with the reason attached.

Third Attractor

Mission into tangible action · v6 · November 2026 · thirdattractor.com · Flourishing Futures Foundation

Next review: end of the first ninety days, with the readiness matrix reissued and the changes marked.