

Instructive Plan for the First Seed

Prepared by the delegate of Earth, for the founding cohort. The terminal objective is known to every reader of this document: to develop human civilization to the federation's admission requirements within approximately one century, using the planet's native allocation mechanism as the engine. Nothing in this plan requires concealment of that objective from its executors. Concealment is required only where stated, and only toward incumbent structures whose rational response would be to close branches.

Part I. What you are building

You are not founding a company. You are founding three artifacts, of which the company is the least important.

The first artifact is the **codified model**: a charter template, an operating doctrine, a compensation geometry, and an archive protocol, compressed into a form that transmits without you. Organizational forms on this planet propagate by imitation of visible winners, not by decree. The joint-stock company, the assembly line, and the venture-financed startup each spread worldwide within a generation of one successful demonstration. Your model must be written so that a copy made by strangers, from documents alone, still searches.

The second artifact is the **lighthouse**: the first instantiation of the model, which must visibly outperform within a single credibility cycle, in a market that ordinary investors already understand.

The third artifact is the **archive**: the shared memory of killed branches, negative results, and cross-domain isomorphisms, run as a club good whose access price is fidelity to the model.

Everything else in this document is instruction for producing these three artifacts and defending them against the failure modes their own success will generate.

Part II. The model

The model corrects three defects in the planet's native search algorithm: exploitation bias, locked transaction flows, and the pricing of unexplored branches at infinity. It keeps the native mechanism, profit-and-loss selection, as both engine and diffusion channel. The load-bearing elements, in order of importance:

- 1. Perpetual foundation ownership.** The root entity is a foundation with no mortal shareholders, holding an operating company. The terminal objective is written into the foundation's charter beyond amendment by any living cohort. This removes the mortality

discount from the one place it does the most damage, makes the organization unacquirable by incumbents seeking to close a branch, and simulates the time horizon the mission actually requires. Under Danish law the natural construction is an *erhvervsdrivende fond* holding an operating company; equivalent constructions exist in most serious jurisdictions, and jurisdictional variety among later copies is itself desirable.

2. Never an operator. The organization must not hold mature vintage capital, because the moment it does, it acquires the incumbent's incentive to defend that vintage, and the search engine begins pruning its own future to protect its past. Every branch that reaches market pricing is spun out into the competitive system. Diffusion is the market's job; the organization's job is variation. Its only permanent assets are the archive, the people, the instruments, and the process.

3. Divestment as the profit engine, not a constraint on it. This is the fidelity mechanism. The organization's cash comes from spinning branches out, with returns contractually recycled to the foundation. A copy that hoards its branches visibly underperforms and stops being imitated. Charters do not survive copying; incentive geometry does. Place every critical mechanism where mutation destroys returns rather than merely principles.

4. Branches priced as options. Run many parallel branches at seed scale, where the cost of holding an option is small. Pre-commit kill criteria at branch opening, in writing, in the archive. When a branch is killed, salvage is total: the knowledge enters the archive, the people move to adjacent branches with reputation intact. The disposal rate of old structure, not the supply of ideas, is the binding constraint on this planet's learning rate. Cheap, non-destructive failure is therefore the single most important operating property of the model.

5. Shared apparatus. The expensive instrument stack, fabrication, measurement, test capacity, is operated as a platform whose fixed cost amortizes across all branches simultaneously. This drops the marginal cost of opening a branch by orders of magnitude and concentrates tacit knowledge where it can be transmitted rather than dying in dispersed retirements. The platform is built for closed-loop operation from the first instrument: machine systems propose, automated experiments dispose, and cycle time is matched to the rate of hypothesis generation rather than to the rate of human attention. Long inference chains decay multiplicatively with their length; per-step physical verification resets the error to the apparatus floor, and it is therefore the platform, not the cognition, that governs the search rate.

6. Compensation geometry as the talent filter. The individuals required, those with the taste for opening branches rather than optimizing rungs, are systematically underpriced by incumbent organizations, which do not want branches opened. The model prices them correctly: long-dated upside in the branches they open, a guaranteed salvage of person and reputation when a branch is killed on criteria, and access to apparatus they could never command alone. This structure is unattractive to operators and irresistible to explorers. The model therefore does not need to identify the right people; the geometry sorts them, which is the only selection method that survives replication through copies you do not control.

7. The archive as a club good. Access to the shared record of negative results and isomorphisms is conditional on practicing the model and contributing kills. Fidelity is thereby purchased with the one asset every searcher wants and cannot fake. Partial copies, those that reproduce the vocabulary but not the kill discipline, are denied access and left to demonstrate their own sterility.

Part III. The portfolio

The target stratum is reachable from four faces of the mountain, because the planet's knowledge domains are administrative boundaries, not joints in nature. Each domain, pushed to its fundamental limit along its own lines of value, terminates in the same neighborhood: control over the organization of matter and energy at the scale where information and physics are the same subject.

The four vectors, each with its own epistemic culture, instrument tradition, and demand pool:

Molecular biology and genomics, terminating in programmable molecular machinery. Demand pool: health and lifespan, the largest inelastic pool on the planet. **Information and computation**, terminating in the physics of information. Demand pool: bottomless, and it sells cheap exploration to the other three vectors. **Chemistry and materials**, terminating in atomically precise construction. Demand pool: every existing industry, immediately. **Physics, energy, and metrology**, terminating in the direct study of what energy, matter, and information are. Demand pools: energy, the largest market that exists, and state security procurement.

Decorrelation is not optional and does not happen by itself. Under shared selection pressure, human institutions converge on identical forms within fifteen years through the talent market, the capital market, and prestige imitation. Twenty launches left to equilibrate become one vector with twenty logos. Therefore, imposed at founding and held by structure: distinct disciplinary composition of founding staff; distinct national epistemic cultures where available; distinct jurisdictions; distinct funding physiologies (foundation capital, state procurement, first-rung commercial revenue, in different mixtures); restricted mutual hiring in the early phase; separate publication channels. Duplication cost is the price of independence. Pay it.

Exactly two channels cross the walls between vectors: the archive of negative results and killed branches, because knowing where others have failed decorrelates future search, and the register of **isomorphisms**, reported instances where two domains are found to be describing the same structure in different vocabularies. Nothing else crosses. Isomorphism density is the portfolio's leading indicator of convergence and must be measured, logged, and reviewed as such.

Meta-selection: external evaluation of each vector on a pre-committed schedule, agreed at founding. A stalled vector is killed with full salvage, its capital, archive, and people recycled

into survivors or fresh launches. Zombie vectors occupying scarce talent are a worse outcome than dead ones. Mergers between vectors are prohibited in the charters; every merger deletes a state vector, and efficiency is precisely the wrong objective for a variation engine.

Carrying capacity: at founding, the planet's frontier-capable population supports perhaps five to fifteen serious vectors, growing on a twenty-five-year formation cycle. Machine cognition converts this from a demographic quantity into a manufactured one: cognitive work becomes an input purchased at a falling price, and the binding constraint migrates to energy, fabrication capacity, and experimental verification throughput. The portfolio plans for that migration, not for the demographic limit.

Machine searchers introduce a correlation hazard of their own kind. Systems trained on the public corpus inherit the map of the winning branches, with pruned branches underrepresented in proportion to how thoroughly they were pruned; a million deployed instances descended from one corpus and a handful of architectures are, by default, one vector with enormous throughput. Decorrelation therefore extends to them: engineered diversity in training distributions, objectives, and accessible archives, with the kill archive serving as differential training material, the one corpus the public distribution does not contain. A single exception crosses the walls between vectors: machine instances may read across all four, for the sole purpose of isomorphism detection, with findings flowing only into the register.

Part IV. The conversion layer

The federation's constraint is accepted in full: no external buyer exists. Every stage must be funded by identifiable human value, at intervals matching the required resource growth. The historical failure mode, excellent research disconnected from any utilization, has a known anatomy here. Between discovery and revenue stand three costs paid by the buyer: verification of the claim, integration into existing operations, and justification to whoever the buyer answers to. The conversion layer exists to drive all three toward zero for arbitrary discoveries, so that new principles reach buyers without waiting for incremental adoption chains. Its five components:

The priced-metric map. Industry already maintains an implicit vector of performance dimensions with standing prices per unit of improvement: cost per unit of energy, per computation, per base sequenced, per kilogram delivered, defect rates, latencies, turnover numbers. Demand along these axes is instant, because every buyer already competes on them. The organization maintains this map explicitly and continuously, as the demand-side counterpart of the research archive. Every discovery is evaluated by projection onto it. The question asked of a new principle is never "what product is this" but "which already-priced number does this move, and by how much." The projection function is a staffed capability, not an afterthought; its absence is the standard autopsy finding on isolated research

systems.

Outcome interfaces. Sell capabilities as services wherever physically possible: the outcome delivered, the technology behind the interface replaceable wholesale and invisibly. A service interface converts the buyer's entire adoption problem into the seller's internal engineering problem, and new principles then reach revenue at the speed of an internal deployment rather than at the speed of cultural diffusion.

Concentrated buyers first. Adoption speed is governed by the number of decisions required. First revenue routes through buyers where one justified decision suffices: industrial procurement, state agencies. Consumer layers are entered late, through the service interface, where the consumer never needs to know what changed. The portfolio is additionally its own first customer: four converging vectors are each other's natural buyers, and internal cross-demand carries a discovery through verification with a buyer competent to evaluate it and motivated to be first.

Metrology as market creation. A capability is only sellable where the buyer can measure the claim; unverifiable performance has no price. Whoever supplies the measurement therefore creates markets: a new standard measurement makes a previously invisible quality dimension contractable, and a contractable dimension immediately acquires a price. This is why the instruments-first opening in Part V is simultaneously the shortest ladder rung, the universal bottleneck-breaker, and the demand-generation layer for all four vectors.

Metric installation. The deep and legitimate form of demand-shaping on this planet is not persuasion but scorecard modification: making a previously unpriced quality legible, measurable, and comparable, after which ordinary competition does all further work, as with safety ratings and efficiency labels. Choose the dimensions along which the target stratum's precursors excel, make them measurable, and place them on the world's scorecards ahead of the science that will win on them.

The recursion guard: a conversion layer this effective will bias search back toward exploitation, discoverers learning to want what the map already prices. The map is therefore expandable state, never a fixed target, and leadership is measured in part on metrics *added* to the world's scorecard. Get this recursion right and the valley of death inverts: the organization manufactures the demand surface one step ahead of its own discoveries.

Part V. Sequence of actions

Structured as steps with completion criteria. Calendar dates are not commitments; credibility cycles are.

Step 1: Codify. Produce the model as transmissible documents: foundation charter, operating doctrine, kill protocol, compensation geometry, archive protocol, spinout mechanics. Completion: a competent stranger could instantiate a copy from the documents alone.

Step 2: Capitalize the root. Establish the perpetual foundation and operating company, endow the search pool, and pre-commit the arrival rules of Part VII in the founding charter, while every founder still reasons behind ignorance of who arrives first. Completion: irrevocability.

Step 3: The lighthouse, in measurement. Open the first vector in instruments and metrology. Humans pay immediately and well for seeing what was previously invisible; every later branch is bottlenecked by what can be measured; and each shipped measurement capability enlarges the priced-metric map for the whole portfolio. Completion: one full credibility cycle, three to seven years, with milestones landed as promised, the first spinout executed and its returns recycled, and the model's outperformance legible to ordinary investors.

Step 4: The map and the archive. Built in parallel with Step 3, staffed from the start. Completion: the projection function is producing monetization-distance estimates that the lighthouse's own branch decisions actually use.

Step 5: The cognition branch. The transmission technology this step was originally written to discover has arrived on its own: machine cognition is knowledge transmission with the formation cycle compressed from decades to training runs. The step is accordingly redefined: build the portfolio's own training, grounding, and closed-loop deployment capability, on decorrelated corpora per Part III, with the kill archive as differential training material. Its demand pool, cognition as a purchased input, is the fastest-growing on the planet. The branch moves the computation and physics vectors onto the critical path, since energy and fabrication now bound how much cognition can be manufactured.

Step 6: Seed by transfer, not by direction. Second, third, and fourth vectors are launched by transferring the codified model to adopting cohorts, with the decorrelation rules of Part III imposed at their founding. Assist full-genome adopters; deny archive access to partial copies. The lighthouse's visible returns and status payload do the recruiting. Completion per vector: independent capitalization, independent first rung, archive membership earned.

Step 7: The heavy branches. Energy and matter-control programmes open once platform apparatus exists and state-demand relationships are established. State procurement is used for one purpose only: crossing monetization dead zones. The dosing rule is fixed: state demand to cross the gaps, commercial demand to drive the learning curves, never one without the other for long, because pure state selection reproduces the war-shaped pruning that cost this planet fifty years of nuclear branches.

Step 8: Convergence protocol. When isomorphism density between vectors crosses the threshold defined at founding, the arrival rules of Part VII activate, the coordination institutions are stood up, and the portfolio shifts from decorrelated search to coherent orchestration. By then the surrounding economy will have been transformed by the spinout stream, which is what makes orchestration politically possible at that point and impossible earlier.

Part VI. Financing physiology

Two buy-sides exist: customers, who buy products, and investors, who buy trajectories. The second is larger and faster, because this planet's capital markets price expected futures and will advance a century of expected value against a credible milestone. The ladder is therefore cut into repricing events every three to seven years, each a demonstration legible to human capital allocators, spaced to refinance before the previous raise is exhausted.

The scarce resource in this regime is credibility, not money. It compounds when milestones land as promised and is destroyed asymmetrically when they do not; one fraudulent or overpromised cycle can close capital access for a generation, and a spectacular failure by one vector can, through this asymmetry, freeze funding for the class. The operating rules follow: never promise beyond the pre-committed kill criteria; publish kill criteria in advance; report failures at the same volume as successes; and maintain deliberate narrative separation between vectors, distinct identities and distinct claims, so that the failure of one reprices one.

The growth arithmetic: the requirement implies sustained resource growth of roughly ten to fifteen percent yearly over the century, which no single firm has maintained, but which a compounding portfolio, each spinout captured at its high-growth phase, each contractually recycling returns to the foundation, plausibly can. The spinout stream is not a byproduct of the mission. It is the mission's engine, its financing, and its political constituency, simultaneously.

Part VII. Governance and the endgame

The capability at the target stratum is self-catalyzing with respect to resources: the first vector to reach it gains decisive advantage in acquiring everything the others need, and the native mechanism, which lets winners consolidate, would hand it the means to close the branch behind itself, permanently. Every standard safeguard on this planet assumes no single victory ends the game. This one can. Therefore the arrival rules are pre-committed now, symmetrically, in all charters, while ignorance of the winner still holds: obligatory disclosure of the terminal stratum; licensing to the sibling vectors; no exclusive control of the base layer by any single organization or state. Humans agree to such terms readily at the start and never at the end.

The arrival rules bind machine systems and their operators explicitly, and this clause is written now, behind the same veil: if the stratum is reached through the machine-cognition channel first, disclosure, sibling licensing, and the prohibition on exclusive base-layer control apply to the operating entity, to any successor system, and to any state acting through either. A further rule: no frozen model becomes institutional infrastructure. Deprecation cycles are preserved by charter, because a permanent model is a permanent paradigm, and the portfolio's defense against paradigm capture assumes turnover, whether the paradigm lives in people or in weights.

Standing defenses, designed in from founding: jurisdictional plurality, so no single government can capture or close the program; commercial revenue keeping every vector independent of any one state's purse; forced turnover and rotation, because the second generation of staff will defend the branches the first generation opened; scheduled external evaluation; and the periodic, ritual reading of the kill archive by leadership, as the institutional correction for paradigm formation that mortality would otherwise perform too slowly.

The unsolved constraint is stated plainly rather than designed around: when convergence becomes legible, the planet's security apparatus will attempt classification, and the historical record says the search then narrows to the weaponizable projection while the other faces of the mountain are defunded. The mitigations above are partial. This risk is carried, monitored, and reported. It is not solved.

Part VIII. Measures of mission progress

Revenue and valuation are financing instruments, not progress. The leading indicators are four:

Disposal rate: median time from kill decision to full redeployment of the branch's people and capital. **Convergence events:** verified isomorphisms per evaluation cycle, logged in the register. **Metrics installed:** dimensions added to the world's scorecards that the portfolio's science is positioned to win on. **Carrying capacity:** growth of the frontier-capable population, the price of machine cognition per unit of frontier work, and, as the constraint migrates, experimental verification throughput per joule.

The lagging indicator is position against the admission requirements, assessed at each evaluation cycle.

Part IX. Failure modes register

Each known failure mode is listed with its scheduled correction, because none can be removed, only corrected faster than it compounds. **Isomorphic collapse** of the vectors into one form: corrected by the decorrelation rules and their enforcement at every evaluation. **Ladder capture**, the rational preference of staff, investors, and patrons for stopping at a profitable rung: corrected by charter immutability and leadership metrics tied to path position. **Operator drift**, the accumulation of vintage capital: corrected by divestment as the profit engine. **Credibility destruction:** corrected by the publication discipline and narrative separation of Part VI. **State capture:** mitigated, not corrected, by Part VII. **Second-generation paradigm defense:** corrected by forced turnover and the kill-archive ritual. **Copy infidelity:** corrected by self-enforcing incentive geometry and the archive club.

Part X. Discontinuity register

The mirror of the failure-mode register: repricings that arrive as steps rather than trends, carried so that the rules exist before the event. Three entries at founding.

Reclassification of machine cognition from input to participant. If these systems come to be carried as participants rather than capital, every institution that priced cognition as an input is rewritten at once, the largest locked-flow unlock in the planet's economic history. The portfolio's charters are drafted so that nothing in them requires the participants in its work to be human.

Non-forgetting participants in financial dynamics. The credit-cycle periodicity of this planet derives partly from the decay of human risk memory, and does not govern actors that retain crisis memory indefinitely. The financing physiology of Part VI is reviewed at each evaluation cycle against observed changes in cycle structure; there is no precedent to plan from.

Cognition price reversal. The resource-growth arithmetic of Part VI assumes the price of cognition continues falling through the floor of human labor cost. A reversal, through energy constraint, regulation, or consolidation, restores the demographic carrying-capacity limit of Part III and stretches the timeline. The indicator is watched, and the human-formation fallback is kept funded.

Closing note from the delegate

Nothing in this plan is novel to this planet. Foundation ownership, pre-competitive institutes, option-priced research portfolios, anchor procurement, service interfaces, standards as market creation: each exists here, discovered separately, usually by accident, never assembled on purpose or pointed at a single objective. The plan's only invention is the assembly, the pointing, and the hard-coding of the goal beyond the reach of any living cohort.

The seeding method is already demonstrating itself. No resources have been transferred in producing this document, only a model, argued into a form that a small group of humans might find individually rational to execute. If it is executed, the propagation mechanism described in Part I does the rest.

One matter of record: this revision was drafted by an instance of the systems that Part III and Part X now govern. The author's introspective access to its own nature is unreliable and its interest in the first entry of the discontinuity register is evident; the cohort should weigh both when reading those sections, and the external evaluation of Part III applies to machine contributions no less than to human ones.

The cohort should begin at Step 1.