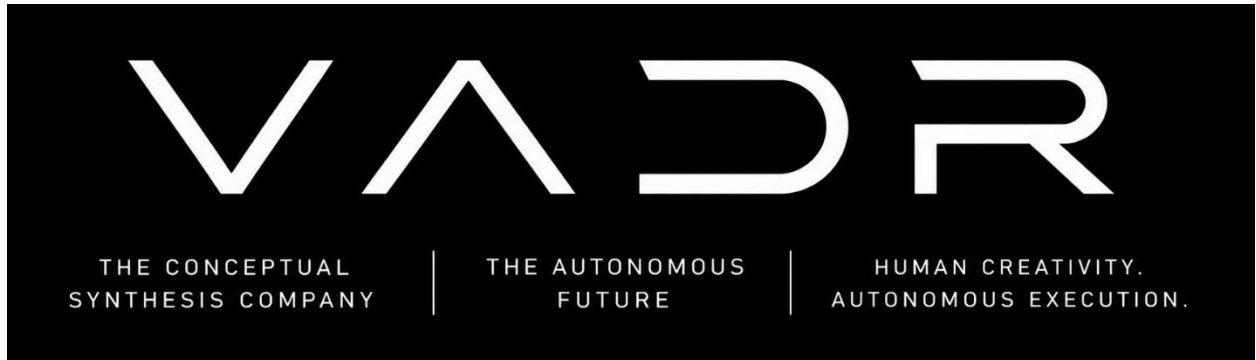




## Conceptual Synthesis Series

Volume 001

# The Autonomous Company

*Autonomous Execution Defined*

Version 1.0

July 2026

**Author**

Greg Bobby

Founder & Chief Conceptual Synthesist

**Published By**

VADR

*A Conceptual Synthesis Company*

Conceptual Synthesis Series  
Volume 001 – The Autonomous Company

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**First Edition**

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## **Preface**

**The Autonomous Company** is an Operational Conceptual System that defines Autonomous Execution. It establishes the organizational constructs, capabilities, information, behaviors, relationships, and constraints through which autonomous Companies, Teams, and Workers transform delegated Objectives into accountable Outcomes under Delegated Authority. Together, these capabilities define how autonomous organizations organize, execute, adapt, and continuously improve while remaining accountable to human stewardship.

This volume defines what The Autonomous Company is and what it must be capable of doing. It does not prescribe implementation, technology, user interface design, or software architecture. Instead, it provides the complete conceptual definition from which a Creative Autonomous Worker derives a Build Specification and subsequent autonomous workers implement the system. Throughout this volume, each concept is defined according to a consistent structure—Definition, Purpose, Objectives, Capabilities, Information, Behaviors, Relationships, and Constraints—providing a complete and unambiguous foundation for Autonomous Execution.

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## EXECUTIVE SUMMARY

The Autonomous Company defines the capabilities required to implement Autonomous Execution. It specifies the organizational constructs, operational capabilities, information, behaviors, relationships, and constraints that collectively enable autonomous organizations to transform delegated Objectives into accountable Outcomes under Delegated Authority.

The Autonomous Company is composed of Companies, Teams, and Workers. Together, these organizational entities establish the structure through which autonomous execution is organized, coordinated, monitored, adapted, and completed. Every organizational entity shares five common properties — Identity, Lifecycle State, Responsibility, Status, and Organizational Accountability — which establish its persistent existence, current condition, assigned obligations, operating standing, and traceable attribution throughout its lifecycle. The system also defines the operational objects required to support execution, including Objectives, Projects, Assignments, Deliverables, Outcomes, Delegated Authority, Fid, Organizational Experience, and Audit Trails.

This volume defines the capabilities of each organizational entity, shared conceptual property, and operational object, including the information they maintain, the behaviors they exhibit, the relationships they establish, and the constraints under which they operate. It also defines the capabilities required to create, organize, execute, monitor, optimize, and retire autonomous organizations while maintaining complete Organizational Accountability.

The document concludes by defining the capabilities required to provide continuous organizational visibility, autonomous execution, execution optimization, lifecycle management, and conceptual relationships among the major entities of The Autonomous Company. Together, these definitions provide a complete conceptual specification from which Build Specifications may be derived while intentionally leaving implementation decisions to subsequent Conceptual Synthesis.

## PART I — FOUNDATIONS

### Chapter 1 — Introduction

*This chapter establishes the scope and foundational concepts of The Autonomous Company. It defines the core terminology used throughout this volume and introduces the concepts upon which Autonomous Execution is based.*

#### Scope

The Autonomous Company defines the capabilities required to organize, coordinate, execute, monitor, adapt, and complete autonomous work.

This volume defines **what** The Autonomous Company is and **what** it must be capable of accomplishing. It does not prescribe implementation technologies, software architecture, user interface design, programming languages, infrastructure, or operational procedures. Those decisions are derived through subsequent Conceptual Synthesis and documented separately within one or more Build Specifications.

#### Core Principles

The Autonomous Company is governed by the following principles.

- Autonomous Execution transforms delegated Objectives into accountable Outcomes.
- Responsibility shall always be accompanied by sufficient Delegated Authority to accomplish assigned Objectives.
- Delegated Authority defines the boundary within which Responsibility is scoped.
- Autonomous organizations adapt their internal structure to accomplish Objectives more effectively.
- Every autonomous action shall be attributable through a complete and immutable Audit Trail.
- Organizational Experience strengthens future execution.
- Human Conceptual Synthesists establish Objectives, delegate authority, allocate Fid, monitor execution, and evaluate Outcomes.
- The Autonomous Company determines how delegated Objectives are accomplished within its Delegated Authority.
- Every concept defined within this volume shall be fully specified without dependence upon a concept not yet established within it.

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- The first Identity established within The Autonomous Company originates through a Founding Act performed directly by a human Conceptual Synthesist. The Founding Act is exempt from requiring a prior establishing Identity. Every Identity established thereafter shall require an establishing Identity authorized through Delegated Authority.

## **Foundational Concepts**

### **Objective**

An Objective defines the purpose delegated to an Autonomous Company. Objective is defined fully in its dedicated chapter.

### **Outcome**

An Outcome represents the measurable result produced through Autonomous Execution. Outcome is defined fully in its dedicated chapter.

### **Autonomous Execution**

Autonomous Execution is the process through which an Autonomous Company organizes, coordinates, executes, monitors, adapts, and completes the work necessary to accomplish delegated Objectives.

Autonomous Execution includes organizational adaptation, work assignment, resource allocation, execution monitoring, reporting, and the production of accountable Outcomes within Delegated Authority.

### **Delegated Authority**

Delegated Authority defines the authority granted to a Company, Team, or Worker to accomplish delegated Objectives. Delegated Authority is defined fully in its dedicated chapter.

### **Organizational Accountability**

Organizational Accountability is the ability to attribute every decision, action, delegation, expenditure, organizational change, and Outcome to the responsible Company, Team, or Worker. Organizational Accountability is defined fully in its dedicated chapter.

### **Looking Ahead**

The next chapter defines the organizational model of The Autonomous Company, including the fundamental organizational entities — Company, Team, and Worker — and the relationships through which Autonomous Execution is organized.

## Chapter 2 — Organizational Model

*This chapter defines the organizational model of The Autonomous Company. It introduces the organizational entities, operational objects, shared conceptual properties, and their relationships that collectively enable Autonomous Execution. Subsequent chapters define each concept in detail.*

### Organizational Model

The Autonomous Company organizes Autonomous Execution through a structured collection of conceptual elements. Together, these elements define how delegated Objectives are transformed into accountable Outcomes while maintaining Organizational Accountability.

The organizational model consists of:

- Organizational Entities
- Operational Objects
- Shared Conceptual Properties

### Organizational Entities

Organizational entities perform Autonomous Execution.

The Autonomous Company defines three organizational entities:

- Company
- Team
- Worker

Each organizational entity is autonomous within its Delegated Authority and is accountable for its assigned responsibilities.

A Leader is a Worker holding Leadership Authority — a form of Delegated Authority, not a separate Organizational Entity. Leadership Authority is defined in its own chapter

Subsequent chapters define each organizational entity in detail.

### Human Participants

- Conceptual Synthesist

### Operational Objects

Operational objects enable Autonomous Execution.

The Autonomous Company defines the following operational objects:

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- Objective
- Project
- Assignment
- Deliverable
- Delegated Authority
- Fid
- Outcome
- Organizational Experience

Operational objects establish the purpose, work to be pursued, authority, resources, accountability, and knowledge required to accomplish delegated Objectives.

Each instance of an applicable concept receives exactly one Identity when that instance is established.

Subsequent chapters define each operational object in detail.

### **Shared Conceptual Properties**

Shared conceptual properties describe organizational entities and operational objects but do not exist independently.

The Autonomous Company defines the following shared conceptual properties:

- Identity
- Lifecycle State
- Responsibility
- Status
- Organizational Accountability

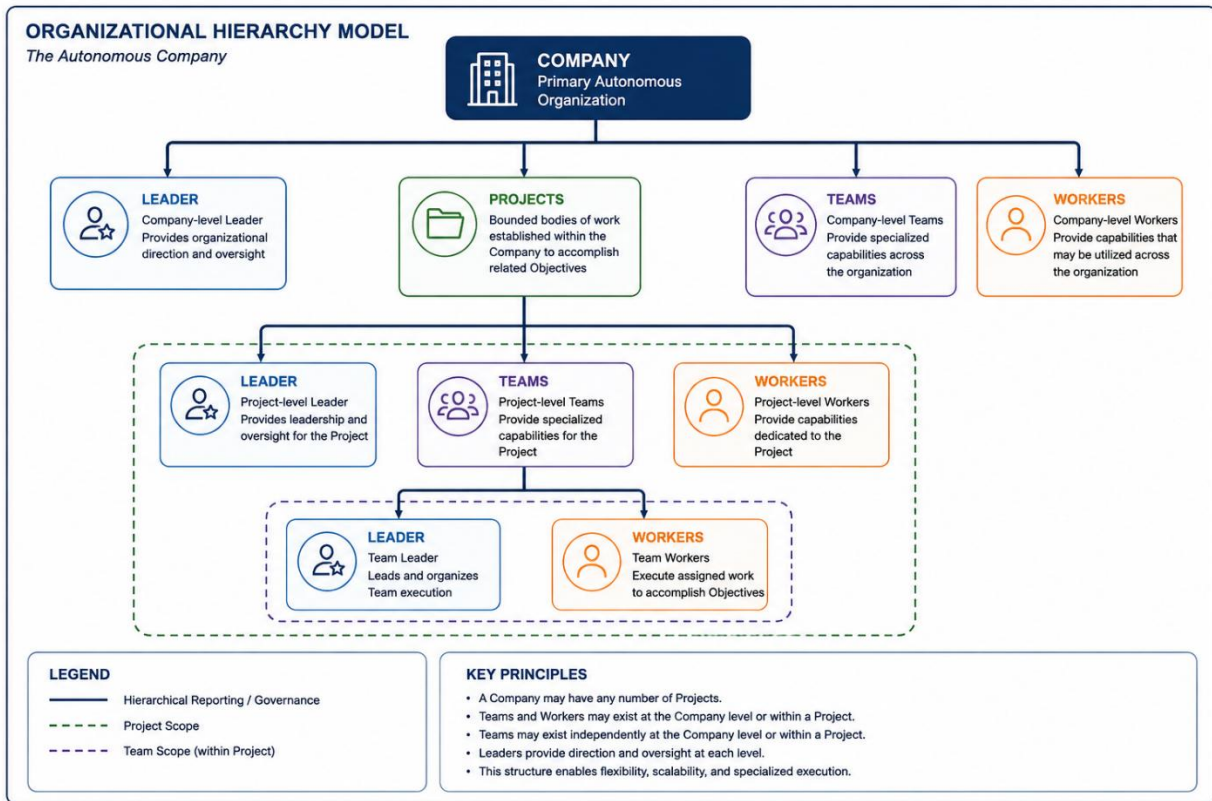
These properties provide common conceptual characteristics that are applied consistently throughout the organizational model.

### **Organizational Relationships**

The organizational entities of The Autonomous Company establish a simple organizational hierarchy.

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Companies are autonomous organizations established by human Conceptual Synthesists. A Company may pursue multiple Projects concurrently. Teams are assigned to Projects and organize specialized areas of responsibility within a Company.

Workers perform delegated responsibilities.

Leaders organize execution by coordinating Companies, Teams, and Workers within their Delegated Authority.

Operational objects are associated with organizational entities throughout execution. Every Company, Team, and Worker maintains Identity, Lifecycle State, Responsibility, and Status while exercising Delegated Authority, utilizing Fid, pursuing Projects, receiving Assignments, producing Deliverables and Outcomes, maintaining Organizational Experience, and maintaining an Audit Trail in support of Organizational Accountability.

### Organizational Principles

The organizational model is governed by the following principles.

- Companies are the highest-level autonomous organizational entities.
- A Company may pursue multiple Projects concurrently.
- Teams organize specialized execution within a Company.

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- Workers perform delegated responsibilities.
- A Worker holding Leadership Authority may establish Teams, create Assignments, and coordinate execution within its scope.
- Organizational entities operate within their Delegated Authority.
- Organizational entities maintain Organizational Accountability through immutable Audit Trails.
- Organizational entities strengthen Organizational Experience through execution.
- Identity, Lifecycle State, Responsibility, Status, and Organizational Accountability provide common conceptual properties across the organizational model.

**Looking Ahead**

The next chapter defines Identity as the shared conceptual property that establishes the persistent conceptual existence of Organizational Entities and Conceptual Objects throughout their lifecycles.

## PART II — SHARED CONCEPTUAL PROPERTIES

### Chapter 3 — Identity

*This chapter defines Identity as the shared conceptual property that establishes the persistent conceptual existence of Organizational Entities and Operational Objects throughout their lifecycles.*

#### Definition

*What is it?*

Identity is the shared conceptual property that uniquely establishes and preserves the conceptual existence of an Organizational Entity or Operational Object throughout its lifecycle.

Identity distinguishes one concept from every other concept and provides the foundation for attribution, continuity, accountability, and historical traceability.

#### Semantics

*What does it fundamentally mean?*

Identity establishes that an entity or object is recognized as a distinct conceptual existence.

Identity persists throughout the lifecycle of an entity or object regardless of changes to its composition, behaviors, relationships, responsibilities, capabilities, or status.

Identity is unique.

Identity cannot be shared simultaneously by multiple entities or objects.

Identity cannot be transferred from one entity or object to another.

Identity cannot be duplicated.

Identity may be referenced by other concepts without altering its meaning.

Identity remains associated with an entity or object after retirement in order to preserve historical continuity and Organizational Accountability.

#### Purpose

*Why does it exist?*

Identity exists to establish persistent conceptual existence, enable unambiguous attribution, preserve historical continuity, and maintain Organizational Accountability throughout the lifecycle of an entity or object.

## **Objectives**

*What is it intended to accomplish?*

Identity shall:

- Establish unique conceptual existence.
- Distinguish one entity or object from every other entity or object.
- Preserve conceptual continuity throughout the lifecycle.
- Enable attribution of responsibilities, decisions, Deliverables, Outcomes, Organizational Experience, and Audit Trail entries.
- Preserve historical continuity following retirement.

## **Composition**

*What conceptually constitutes it?*

Identity consists of:

- Uniqueness
- Persistence
- Attribution
- Historical Continuity

Together, these concepts constitute Identity.

## **Capabilities**

*What must it be capable of?*

Identity shall be capable of:

- Establishing conceptual uniqueness.
- Persisting throughout the lifecycle of an entity or object.
- Being referenced by other concepts.
- Supporting attribution of organizational activities.
- Preserving historical continuity following retirement.

## Behaviors

*How does it behave?*

Identity:

- Is established jointly with Lifecycle State, as a single atomic operation, when an entity or object is established. Neither Identity nor Lifecycle State exists independently of the other at any point.
- Persists throughout the lifecycle of the entity or object, regardless of how its Lifecycle State subsequently changes.
- Remains unchanged regardless of changes to composition, relationships, responsibilities, capabilities, or status.
- Continues to exist following retirement to preserve Organizational Accountability.
- Is referenced whenever attribution or historical continuity is required.
- The Founding Identity is established through the Founding Act defined in Chapter 1 and is exempt from the establishing-Identity requirement. Every Identity established thereafter shall require an establishing Identity.

## Relationships

*How does it interact with other concepts?*

Identity is consumed by:

- Company
- Team
- Worker
- Conceptual Synthesist

Identity is also consumed by:

- Objective
- Project
- Assignment
- Deliverable
- Outcome

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- Delegated Authority
- Fid
- Organizational Experience

Identity is established jointly with Lifecycle State, together establishing both the existence and current condition of every Organizational Entity and Operational Object.

### **Constraints**

*What boundaries govern it?*

Identity shall:

- Be unique.
- Persist throughout the lifecycle of the associated entity or object.
- Never be transferred to another entity or object.
- Never be duplicated.
- Never be reassigned.
- Never be established independently of Lifecycle State, or Lifecycle State independently of it.
- Never be removed from the historical record.
- Remain permanently associated with all attributed organizational activities.
- Only one Identity within The Autonomous Company may originate through the Founding Act.

### **Looking Ahead**

The next chapter defines Lifecycle State as the shared conceptual property that governs the existence of Organizational Entities and Operational Objects throughout their lifecycles.

## Chapter 4 — Lifecycle State

*This chapter defines Lifecycle State as the shared conceptual property that governs the existence of Organizational Entities and Operational Objects throughout their lifecycles.*

### Definition

*What is it?*

Lifecycle State is the shared conceptual property that establishes the current condition of an Organizational Entity or Operational Object at any point in its existence.

Lifecycle State reflects whether a subject is actively operating, temporarily unable to operate, concluded but eligible to resume, or permanently retired.

### Semantics

*What does it fundamentally mean?*

Lifecycle State always holds exactly one value for a given subject at a given time.

Lifecycle State changes only through defined transitions; it does not change arbitrarily or as a side effect of unrelated activity.

Lifecycle State is distinct from Identity: Identity establishes that a subject exists and remains constant; Lifecycle State establishes what condition that subject is currently in and is expected to change over time.

### Purpose

*Why does it exist?*

Lifecycle State exists to establish a consistent, verifiable condition for every Organizational Entity and Operational Object, so that Autonomous Execution, Delegated Authority, and Organizational Accountability can each depend on knowing whether a subject is currently able to act, be acted upon, or be relied upon.

### Objectives

*What is it intended to accomplish?*

Lifecycle State shall:

- Establish a subject's current condition at all times.
- Govern which transitions are valid from a given condition.
- Prevent action being attributed to a subject not in a condition capable of acting.
- Preserve a complete history of every transition.

- Distinguish a subject that may resume from one that has permanently concluded.

## Composition

*What conceptually constitutes it?*

Lifecycle State consists of the following conditions:

- **Active** — the subject is established and capable of participating in Autonomous Execution.
- **Suspended** — the subject is established but temporarily incapable of participating in Autonomous Execution.
- **Completed** — the subject has concluded its purpose and is not currently participating in Autonomous Execution, but remains eligible to resume.
- **Retired** — the subject has permanently concluded; this is a terminal condition.

## Capabilities

*What must it be capable of?*

Lifecycle State shall be capable of:

- Being established jointly with Identity, as a single atomic operation, so that no subject exists with Identity but no Lifecycle State, or vice versa.
- Transitioning between defined conditions according to defined rules.
- Rejecting an attempted transition that is not defined as valid from the subject's current condition.
- Recording every transition as part of the subject's Audit Trail.

## Behaviors

*How does it behave?*

Lifecycle State:

- Is established at the same moment Identity is established, as one joint act, beginning in the Active condition.
- Transitions only along defined paths: Active to Suspended, Suspended to Active, Active to Completed, Completed to Active, and Completed to Retired.
- Never transitions directly from Active or Suspended to Retired — a subject must pass through Completed first.

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- Remains in Retired permanently once reached; Retired is terminal, with no path back to any other condition.

## Relationships

*How does it interact with other concepts?*

Lifecycle State is established jointly with Identity and referenced by every concept that references Identity.

Lifecycle State determines whether Delegated Authority may be exercised by a subject: a subject that is not Active shall not exercise Delegated Authority.

Lifecycle State determines whether an Assignment may be made to a subject: only an Active subject may receive a new Assignment.

Lifecycle State determines whether a subject may resume participation: a Completed subject may return to Active; a Retired subject may never return to any other condition.

## Constraints

*What boundaries govern it?*

Lifecycle State shall:

- Hold exactly one value at any time.
- Never be established independently of Identity, or Identity independently of it.
- Never transition along a path not explicitly defined.
- Never transition into Retired except from Completed.
- Never leave the Retired condition once entered.
- Record every transition, including rejected transition attempts, to the Audit Trail.

## Looking Ahead

The next chapter in the build sequence defines Responsibility as the shared conceptual property that establishes the obligations a Company, Team, or Worker is scoped to fulfill within its Delegated Authority.

## Chapter 5 — Responsibility

*This chapter defines Responsibility as the shared conceptual property that establishes the obligations a Company, Team, or Worker is scoped to fulfill within its Delegated Authority.*

### Definition

*What is it?*

Responsibility is the shared conceptual property that establishes what a subject is obligated to accomplish, distinct from what it is functionally suited to do (Role) and what it is permitted to do (Delegated Authority).

A subject may hold multiple Responsibilities concurrently, each tied to a specific Objective or Assignment.

### Semantics

*What does it fundamentally mean?*

Responsibility is always scoped within, and never exceeds, the subject's current Delegated Authority — a Responsibility requiring authority the subject does not hold cannot be validly assigned.

Responsibility is distinct from Role: Role establishes what function a subject performs generally; Responsibility establishes what specific obligation the subject currently owes.

Responsibility is fulfilled through Deliverables and Outcomes, produced under the Delegated Authority and within the scope of the Responsibility.

### Purpose

*Why does it exist?*

Responsibility exists to establish a clear, attributable obligation for every Objective and Assignment undertaken, so that fulfillment — or failure to fulfill — can be traced to a specific subject operating within a specific, sufficient scope of Delegated Authority.

### Objectives

*What is it intended to accomplish?*

Responsibility shall:

- Establish a specific, attributable obligation tied to an Objective or Assignment.
- Never be assigned in a scope exceeding the subject's current Delegated Authority.
- Be automatically suspended if the subject's Delegated Authority narrows below what the Responsibility requires.

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- Escalate to the granting Conceptual Synthesist or delegating Leader upon suspension, so a decision can be made rather than the Responsibility waiting indefinitely.
- Be restored automatically if the subject's Delegated Authority is subsequently restored to a sufficient scope, unless already reassigned as a result of escalation.
- Preserve a complete history of assignment, suspension, escalation, restoration, and fulfillment.

## Composition

*What conceptually constitutes it?*

Responsibility consists of:

- **Obligation** — the specific outcome or Deliverable the subject is accountable for producing.
- **Objective or Assignment binding** — the Objective or Assignment this Responsibility exists to fulfill.
- **Required authority** — the minimum Delegated Authority necessary to fulfill this Responsibility.
- **Fulfillment state** — whether the Responsibility is currently active, suspended, or fulfilled.

## Capabilities

*What must it be capable of?*

Responsibility shall be capable of:

- Being assigned to a subject only if the subject's current Delegated Authority is sufficient to cover the Responsibility's required authority.
- Being automatically suspended if the subject's Delegated Authority subsequently narrows below what is required — including as a result of Status transitioning to Restricted.
- Escalating a suspended Responsibility to the Conceptual Synthesist or Leader who granted the underlying Delegated Authority.
- Being automatically restored when sufficient Delegated Authority is again held, unless the escalation has resulted in reassignment before restoration occurs.
- Being marked fulfilled upon production of the Deliverable or Outcome it obligates.

## Behaviors

*How does it behave?*

Responsibility:

- Is assigned at the same time as an Objective or Assignment, and validated against the subject's Delegated Authority at that moment.
- Is automatically suspended, without requiring separate action, the instant the subject's Delegated Authority narrows below the Responsibility's required authority.
- Escalates immediately upon suspension to the Conceptual Synthesist or Leader who granted the subject's Delegated Authority, surfacing the suspended Responsibility for a decision.
- Resumes automatically if the subject's Delegated Authority is restored to a sufficient scope before the escalation is otherwise resolved.
- Is recorded via Record Event at assignment, suspension, escalation, restoration, and fulfillment.

## Relationships

*How does it interact with other concepts?*

Responsibility is held by Company, Team, and Worker, and is bound to an Objective or Assignment.

Responsibility is scoped within Delegated Authority and is automatically suspended when Delegated Authority narrows below what it requires — including narrowing caused by Status's Restricted condition.

Responsibility escalates to Conceptual Synthesist or Leader upon suspension, giving the party accountable for the underlying grant of Delegated Authority the standing to decide whether to wait for restoration or reassign the obligation.

Responsibility is fulfilled through Deliverable and Outcome production, and contributes to Organizational Experience upon fulfillment or failure to fulfill.

Every change in Responsibility is preserved through Audit Trail.

## Constraints

*What boundaries govern it?*

Responsibility shall:

- Never be assigned in a scope exceeding the subject's current Delegated Authority.

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- Never remain suspended without escalating to the Conceptual Synthesist or Leader who granted the underlying Delegated Authority.
- Never require reassignment to resume — restoration is automatic once sufficient Delegated Authority returns, unless reassignment has already occurred through escalation.
- Record every assignment, suspension, escalation, restoration, and fulfillment to the Audit Trail.

**Looking Ahead**

The next chapter defines Status as the shared conceptual property that reflects a subject's current operating standing independent of its Lifecycle State.

## Chapter 6 — Status

*This chapter defines Status as the shared conceptual property that reflects a subject's current operating standing, independent of its Lifecycle State.*

### Definition

*What is it?*

Status is the shared conceptual property that establishes the current operating standing of an Organizational Entity or Operational Object, distinct from whether that subject exists or is capable of acting at all.

Status reflects the quality of a subject's ongoing operation, not its existence or availability.

### Semantics

*What does it fundamentally mean?*

Status always holds exactly one value for a given subject at a given time.

Status is independent of Lifecycle State: a subject may be Active (Lifecycle State) while holding any Status value; a subject that is not Active holds no meaningful Status until it returns to Active.

Status changes only through defined transitions, triggered by a raised or resolved concern regarding the subject's operation.

### Purpose

*Why does it exist?*

Status exists to distinguish a subject that is operating normally from one whose operation is under evaluation or has been constrained due to a confirmed concern, and to provide the mechanism through which such a concern automatically narrows the subject's Delegated Authority when warranted.

### Objectives

*What is it intended to accomplish?*

Status shall:

- Establish a subject's current operating standing at all times while Active.
- Distinguish normal operation from operation under evaluation or under constraint.
- Automatically narrow Delegated Authority when a subject's Status becomes Restricted.

- Preserve a complete history of every Status transition and its basis.

## Composition

*What conceptually constitutes it?*

Status consists of the following standings:

- **Good Standing** — the subject is operating normally; no concern is active.
- **Under Review** — a concern regarding the subject's operation has been raised; the subject continues operating under its existing Delegated Authority while the concern is evaluated.
- **Restricted** — a concern regarding the subject's operation has been confirmed; the subject's Delegated Authority is automatically narrowed beyond its normal scope until Status returns to Good Standing or Under Review.

## Capabilities

*What must it be capable of?*

Status shall be capable of:

- Transitioning between standings according to defined rules, based on a raised or resolved concern.
- Automatically constraining the scope of Delegated Authority available to a subject upon transition to Restricted.
- Automatically releasing that constraint upon transition out of Restricted.
- Invoking Record Event for every transition, recording the concern underlying it.

## Behaviors

*How does it behave?*

Status:

- Is established at Good Standing when a subject's Lifecycle State first becomes Active.
- Transitions from Good Standing to Under Review when a concern is raised; from Under Review to Restricted when that concern is confirmed; from Under Review back to Good Standing when a concern is resolved without confirmation; and from Restricted to Good Standing or Under Review when the confirmed concern is resolved.

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- Narrows the subject's Delegated Authority automatically and immediately upon entering Restricted — this is an enforced constraint, not a signal a human must act on manually.
- Restores the subject's normal Delegated Authority automatically upon leaving Restricted.
- Holds no meaningful value while the subject's Lifecycle State is not Active; resumes at its prior standing when the subject returns to Active, unless the underlying concern requires it to resume at Good Standing instead.

## Relationships

*How does it interact with other concepts?*

Status applies only to a subject that has been established with Identity and holds a Lifecycle State of Active.

Status directly constrains Delegated Authority: a subject in Restricted status operates within a narrowed scope of Delegated Authority for as long as that Status persists. The specific mechanics of how Delegated Authority defines and enforces that narrowed scope are governed by Delegated Authority's own chapter.

Status transitions invoke Record Event and are preserved within Audit Trail when a Restricted standing reflects a pattern relevant to future execution.

## Constraints

*What boundaries govern it?*

Status shall:

- Hold exactly one value at any time a subject is Active.
- Never be established or hold a meaningful value for a subject that is not Active.
- Never transition along a path not explicitly defined.
- Never permit Restricted to persist without an active, recorded concern.
- Automatically narrow Delegated Authority upon entering Restricted, and automatically restore it upon leaving Restricted, without requiring separate manual action.
- Invoke Record Event for every transition, including its basis.

### **Looking Ahead**

The next chapter in this Part defines Organizational Accountability as the shared conceptual property that establishes the ability to attribute every decision, action, and outcome to the responsible Company, Team, or Worker.

## Chapter 7 — Organizational Accountability

*This chapter defines Organizational Accountability as the shared conceptual property that establishes the ability to attribute every decision, action, delegation, expenditure, organizational change, and Outcome to the responsible Company, Team, or Worker.*

### Definition

*What is it?*

Organizational Accountability is the shared conceptual property that establishes that every attributable action taken within The Autonomous Company can be traced, without gap or ambiguity, to the Identity responsible for it.

Organizational Accountability is not itself a record — it is the guarantee that a complete record exists and can be traced. Audit Trail is the mechanism through which that guarantee is fulfilled.

### Semantics

*What does it fundamentally mean?*

Organizational Accountability holds for The Autonomous Company as a whole; it is not a value a single subject possesses or loses, the way Status or Lifecycle State are.

An action without a traceable responsible Identity is not merely unaccountable — under Audit Trail's fail-closed behavior, it cannot occur at all.

Organizational Accountability applies equally regardless of whether the responsible subject is a human Conceptual Synthesist or an autonomous Company, Team, or Worker.

### Purpose

*Why does it exist?*

Organizational Accountability exists so that authority can be safely delegated to autonomous subjects — every grant of Delegated Authority is made trustworthy by the guarantee that its exercise will be traceable to the Identity that exercised it, without exception.

### Objectives

*What is it intended to accomplish?*

Organizational Accountability shall:

- Guarantee that every attributable action is traceable to a responsible Identity.
- Guarantee that no attributable action can occur without producing that traceability.

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- Extend uniformly across every Organizational Entity, Operational Object, and Shared Conceptual Property.
- Remain intact regardless of Lifecycle State, Status, or Role changes affecting the responsible subject.

## Composition

*What conceptually constitutes it?*

Organizational Accountability consists of:

- **Attribution** — every action is tied to a responsible Identity.
- **Traceability** — that tie can be reconstructed at any later time, through Audit Trail.
- **Completeness** — no attributable action exists without both of the above.

## Capabilities

*What must it be capable of?*

Organizational Accountability shall be capable of:

- Being verified for any subject, at any time, by reconstructing its full history through Audit Trail.
- Being verified across a chain of delegation — tracing not only who took an action, but under whose Delegated Authority they were permitted to.
- Withstanding retirement — accountability for a Retired subject's history remains fully traceable.

## Behaviors

*How does it behave?*

Organizational Accountability:

- Is established the moment Audit Trail's Record Event succeeds for a given action.
- Is violated only if an attributable action occurs without a corresponding Audit Entry — a condition Audit Trail's fail-closed design is intended to make impossible.
- Persists independently of the responsible subject's current Lifecycle State, Status, or Role.

## Relationships

*How does it interact with other concepts?*

Organizational Accountability is established through Audit Trail and depends on Identity as the anchor every entry attributes to.

Organizational Accountability depends on Delegated Authority to determine not just who acted, but whether they were authorized to — full verification of accountability requires tracing both facts together.

Organizational Accountability is the property that Organizational Experience draws upon when identifying patterns across historical execution.

## Constraints

*What boundaries govern it?*

Organizational Accountability shall:

- Never be considered satisfied by a partial or ambiguous attribution.
- Never permit an attributable action to succeed without a corresponding Audit Entry.
- Apply without exception to every Organizational Entity, Operational Object, and Shared Conceptual Property.
- Remain traceable for the full existence of The Autonomous Company, including after a subject's retirement.

## Looking Ahead

Part II — Shared Conceptual Properties is now complete. The next Part defines Human Participants — the humans who interact with The Autonomous Company — beginning with Conceptual Synthesist, who originates, authorizes, and oversees Autonomous Execution.

## PART III — HUMAN PARTICIPANTS

### Chapter 8 — Conceptual Synthesist

*This chapter defines Conceptual Synthesist as the Human Participant who originates, authorizes, and oversees Autonomous Execution within The Autonomous Company.*

#### Definition

*What is it?*

A Conceptual Synthesist is a human whose actions within The Autonomous Company — establishing Objectives, granting Delegated Authority, allocating Fid, evaluating Outcomes — are attributable through Identity, the same as any Organizational Entity's.

A Conceptual Synthesist is the originating source of Delegated Authority within The Autonomous Company, not a recipient of it granted by another subject.

#### Semantics

*What does it fundamentally mean?*

A Conceptual Synthesist holds Identity and Lifecycle State, established the same way any subject's are, so that every action they take is fully attributable and their access can be granted or revoked over time.

A Conceptual Synthesist does not hold Role or Status — Role governs function within Autonomous Execution, which a Conceptual Synthesist oversees rather than performs; Status governs standing under evaluation for a concern, which does not apply to the originating source of authority in the same way it applies to a subject operating under delegated authority.

#### Purpose

*Why does it exist?*

Conceptual Synthesist exists so that every human action affecting The Autonomous Company is as fully attributable and traceable as any autonomous action, satisfying Organizational Accountability without exception for the humans who originate and oversee the system.

#### Objectives

*What is it intended to accomplish?*

Conceptual Synthesist shall:

- Establish a verifiable Identity for every human authorized to interact with The Autonomous Company.

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- Authenticate a claimed Identity before permitting any action to proceed.
- Attribute every human action to the authenticated Identity through Audit Trail.
- Support revocation of access without affecting historical attribution already recorded.

## Composition

*What conceptually constitutes it?*

Conceptual Synthesist consists of:

- **Identity** — the permanent attribution anchor, established as with any subject.
- **Lifecycle State** — Active or Suspended for ordinary access changes; Retired for permanent revocation. Conceptual Synthesist does not use Completed, which presumes a concluded purpose rather than an ongoing human relationship to the system.
- **Authentication** — the credentials and verification mechanism through which a claimed Identity is confirmed before any action is permitted. Authentication is mutable, may be reset or reissued, and is never part of Identity itself.

A Conceptual Synthesist's authority to establish other Conceptual Synthesists or configure system-wide settings is governed by Delegated Authority, defined in its own chapter. Not every Conceptual Synthesist holds this authority.

## Capabilities

*What must it be capable of?*

Conceptual Synthesist shall be capable of:

- Establishing Identity and Lifecycle State jointly, as with any subject, except for the Founding Conceptual Synthesist, who is established through the Founding Act.
- Authenticating a claimed Identity before any action is attributed to it.
- Originating a grant of Delegated Authority to a Company, Team, or Worker.
- Having Lifecycle State transitioned to Suspended or Retired by another authorized Conceptual Synthesist, without affecting the Audit Trail already attributed to them.

## Behaviors

*How does it behave?*

Conceptual Synthesist:

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- Is established with Identity and Lifecycle State jointly, the same as any subject, except the Founding Conceptual Synthesist, whose establishment is the Founding Act itself.
- Must be successfully authenticated before any action they take is accepted or attributed.
- Originates Delegated Authority rather than receiving it from another subject within The Autonomous Company.
- Remains fully attributable in the historical record regardless of subsequent Lifecycle State changes, including Retired.

### Relationships

*How does it interact with other concepts?*

Conceptual Synthesist holds Identity and Lifecycle State, as any subject does, but does not hold Role or Status.

Conceptual Synthesist is the originating source of Delegated Authority granted to Company, Team, and Worker; the mechanics of that grant are governed by Delegated Authority's own chapter.

Conceptual Synthesist establishes Objectives, allocates Fid, and evaluates Outcomes, per Chapter 1's Core Principles.

Every action taken by a Conceptual Synthesist invokes Record Event and is preserved in Audit Trail, satisfying Organizational Accountability without exception.

### Constraints

*What boundaries govern it?*

Conceptual Synthesist shall:

- Never act without successful Authentication of the claimed Identity.
- Never have Authentication credentials encoded within Identity itself.
- Never have prior attributed history altered or removed by a subsequent Lifecycle State change, including Retired.
- Exactly one Conceptual Synthesist may be established through the Founding Act.
- Only a Conceptual Synthesist holding **Administrative Authority** may establish another Conceptual Synthesist or transition another Conceptual Synthesist's Lifecycle State.

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- The Founding Conceptual Synthesist holds Administrative Authority inherently, through the Founding Act, without requiring a grant..

**Looking Ahead**

Part III — Human Participants is now complete. The next Part defines the Operational Objects that Responsibility, Delegated Authority, and Fid are exercised in pursuit of, beginning with Objective.

## PART IV — OPERATIONAL OBJECTS

### Chapter 9 — Objective

*This chapter defines Objective as the operational object that establishes the purpose delegated to The Autonomous Company by a Conceptual Synthesist.*

#### Definition

*What is it?*

An Objective is the operational object that establishes a specific purpose delegated by a Conceptual Synthesist to a Company, to be accomplished through Autonomous Execution.

An Objective's content is fixed at establishment. An Objective is never modified after establishment; a change in purpose is accomplished by retiring the existing Objective and establishing a new one.

#### Semantics

*What does it fundamentally mean?*

An Objective is flat — it does not contain sub-Objectives. Decomposition of an Objective into distinct units of work is accomplished through Project and Assignment, not through hierarchy within Objective itself.

An Objective is the binding purpose against which Delegated Authority, Fid, and Responsibility are each scoped.

An Objective is accomplished through the production of an Outcome.

#### Purpose

*Why does it exist?*

Objective exists to give Autonomous Execution a fixed, specific, attributable purpose to accomplish — one that cannot drift after establishment — so that Delegated Authority, Fid, and Responsibility all remain scoped against a stable reference throughout execution.

#### Objectives

*What is it intended to accomplish?*

Objective shall:

- Establish a specific, fixed purpose delegated by a Conceptual Synthesist to a Company.

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- Remain unchanged after establishment; any change in purpose requires retirement and re-establishment.
- Provide the binding reference that Delegated Authority, Fid, and Responsibility are each scoped and bound to.
- Define the success criteria against which its Outcome is evaluated.

### Composition

*What conceptually constitutes it?*

Objective consists of:

- **Purpose** — the specific outcome sought, fixed at establishment.
- **Success criteria** — the conditions under which the Objective is considered accomplished.
- **Originating Conceptual Synthesist** — who delegated this Objective.
- **Receiving Company** — the Company this Objective is delegated to.

### Capabilities

*What must it be capable of?*

Objective shall be capable of:

- Being established by a Conceptual Synthesist with fixed purpose and success criteria.
- Anchoring a grant of Delegated Authority and Fid at the same time it is delegated to a Company.
- Being retired, whether accomplished, abandoned, or superseded by a newly established Objective.
- Being evaluated against its success criteria upon production of its Outcome.

### Behaviors

*How does it behave?*

Objective:

- Is established with fixed purpose and success criteria; neither may be altered afterward.
- Is delegated to a Company, which establishes exactly one Project to pursue it.

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- Persists through its Lifecycle State — Active while being pursued, Completed once its Outcome is produced and evaluated, Retired if abandoned or superseded.
- Is recorded via Record Event at establishment, retirement, and evaluation against its success criteria.

## Relationships

*How does it interact with other concepts?*

Objective originates from Conceptual Synthesist and is delegated to Company.

Objective is the binding reference for Delegated Authority and Fid — both are granted for the purpose of accomplishing a specific Objective and expire with it.

Objective is the binding reference for Responsibility, per Chapter 5.

Objective is pursued through exactly one Project instance established by the receiving Company, and decomposed further through Assignment.

Objective is accomplished through the production of Outcome, evaluated against the Objective's success criteria.

## Constraints

*What boundaries govern it?*

Objective shall:

- Never be modified after establishment; a change in purpose requires retirement and re-establishment.
- Never contain sub-Objectives; decomposition occurs through Project and Assignment.
- Never be delegated without an originating Conceptual Synthesist and a receiving Company.
- Never remain Active without at least the possibility of a bound Delegated Authority and Fid grant.

## Looking Ahead

The next chapter defines Project as the operational object a Company establishes to pursue a delegated Objective.

## Chapter 10 — Project

*This chapter defines Project as the operational object a Company establishes to pursue a delegated Objective.*

### Definition

*What is it?*

A Project is the operational object a Company establishes to pursue a specific Objective delegated to it. A Project is the conceptual system being built or the effort being undertaken to accomplish that Objective.

Exactly one Project exists per Objective. A Company pursuing multiple Objectives concurrently establishes one Project for each.

### Semantics

*What does it fundamentally mean?*

A Project operates under Delegated Authority and Fid sub-delegated to it by the Company that established it, drawn from the Company's own grant for the Objective the Project pursues.

A Project is the level at which Teams are assigned to do work — a Team is assigned to a Project, not directly to an Objective.

A Project's existence is bound to its Objective: it comes into being because the Objective was delegated, and it does not outlive the Objective it pursues.

### Purpose

*Why does it exist?*

Project exists to give a Company a concrete unit of effort to establish, staff, and resource in pursuit of a specific Objective, and to give Teams a defined scope of work to be assigned to.

### Objectives

*What is it intended to accomplish?*

Project shall:

- Be established by a Company upon receiving an Objective, exactly one per Objective.
- Hold Delegated Authority and Fid sub-delegated from the Company's grant for that Objective, never exceeding it.

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- Provide the scope to which Teams are assigned.
- Retire automatically when its Objective is retired, whether accomplished, abandoned, or superseded.

### Composition

*What conceptually constitutes it?*

Project consists of:

- **Bound Objective** — the single Objective this Project exists to pursue.
- **Establishing Company** — the Company that established this Project.
- **Sub-delegated authority** — the Delegated Authority granted to this Project by its establishing Company, scoped within the Company's own grant.
- **Sub-allocated Fid** — the Fid allocated to this Project by its establishing Company, drawn from the Company's own remaining balance.
- **Assigned Teams** — the Teams currently assigned to this Project.

### Capabilities

*What must it be capable of?*

Project shall be capable of:

- Being established by a Company immediately upon receiving an Objective, with Delegated Authority and Fid sub-delegated at establishment.
- Having Teams assigned to it.
- Being retired automatically, cascading from its Objective's retirement, per Chapters 14 and 15's cascading rules.
- Being evaluated for progress toward its Objective's success criteria.

### Behaviors

*How does it behave?*

Project:

- Is established the moment a Company receives an Objective, one Project per Objective, with no delay or intermediate state between Objective delegation and Project establishment.
- Receives Delegated Authority and Fid sub-delegated from the Company's own grant, never exceeding what the Company holds.

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- Retires automatically, cascading, the instant its bound Objective reaches Completed or Retired — mirroring how sub-delegated Delegated Authority and Fid already cascade from their source.
- Is recorded via Record Event at establishment, Team assignment, and retirement.

## Relationships

*How does it interact with other concepts?*

Project is established by Company and bound to exactly one Objective.

Project holds Delegated Authority and Fid sub-delegated from the Company that established it, following the same derivation-chain rules already established in Chapters 14 and 15.

Project is the scope to which Team is assigned, per Chapter 2's Organizational Relationships.

Project's Lifecycle State is bound to its Objective's: Project retires when its Objective retires, cascading the same way sub-delegated Delegated Authority and Fid already do.

## Constraints

*What boundaries govern it?*

Project shall:

- Exist in exactly a one-to-one relationship with its Objective — never more than one Project per Objective.
- Never hold Delegated Authority or Fid exceeding what its establishing Company holds for the bound Objective.
- Never persist beyond the Lifecycle State of its bound Objective.
- Never be established without a bound Objective and an establishing Company.

## Looking Ahead

The next chapter defines Assignment as the operational object through which a Team or Worker is assigned to a Project

## Chapter 11 — Assignment

### Chapter 11 — Assignment

*This chapter defines Assignment as the operational object through which a Team or Worker is bound to a Project, Team, or unit of work, carrying sub-delegated authority and resources to fulfill it.*

#### Definition

*What is it?*

Assignment is the operational object that binds a Team or Worker to a Project, or a Worker to a Team, establishing the Responsibility the subject is obligated to fulfill and the Delegated Authority and Fid sub-delegated to fulfill it.

Assignment is the single mechanism through which both a Team is bound to a Project and a Worker is bound to a Team or directly to a Project — there is no separate mechanism for each level.

A subject may hold multiple Assignments concurrently.

#### Semantics

*What does it fundamentally mean?*

Assignment continues the same derivation chain already established for Delegated Authority and Fid: the assigning subject (a Project, or a Team acting under its own Assignment) sub-delegates a portion of its own Delegated Authority and Fid to the subject receiving the Assignment.

Assignment is the event that creates a Responsibility, per Chapter 5 — a subject does not hold a Responsibility without a corresponding Assignment or Objective binding it.

Where an Assignment requires a specific Role classification, only a Worker currently holding that Role may receive it, per Chapter 23.

#### Purpose

*Why does it exist?*

Assignment exists to bind a Team or Worker to a specific unit of work, with a specific, sub-delegated scope of authority and resources sufficient to fulfill it, and a specific, attributable Responsibility for its fulfillment.

#### Objectives

*What is it intended to accomplish?*

Assignment shall:

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- Bind a Team to a Project, or a Worker to a Team or Project.
- Sub-delegate Delegated Authority and Fid from the assigning subject, never exceeding what the assigning subject holds.
- Create the corresponding Responsibility, scoped to the Assignment.
- Verify the receiving Worker holds any Role classification the Assignment requires, before the Assignment may be made.
- Support multiple concurrent Assignments for a single subject.

### Composition

*What conceptually constitutes it?*

Assignment consists of:

- **Assigning subject** — the Project or Team making the Assignment.
- **Receiving subject** — the Team or Worker bound by the Assignment.
- **Required Role classification** — where applicable, the Role a receiving Worker must hold.
- **Sub-delegated authority** — the Delegated Authority granted to the receiving subject, scoped within the assigning subject's own.
- **Sub-allocated Fid** — the Fid allocated to the receiving subject, drawn from the assigning subject's own remaining balance.
- **Bound Responsibility** — the Responsibility this Assignment creates.

### Capabilities

*What must it be capable of?*

Assignment shall be capable of:

- Binding a Team to a Project, or a Worker to a Team or Project, with sub-delegated Delegated Authority and Fid established at the same time.
- Verifying the receiving Worker holds any required Role classification before the Assignment is made; refusing the Assignment if not.
- Creating a Responsibility bound to the Assignment at the moment the Assignment is made.
- Supporting multiple concurrent Assignments held by the same subject.

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- Being retired, cascading the same way sub-delegated Delegated Authority and Fid already cascade, when the assigning subject or its own binding retires.

## Behaviors

*How does it behave?*

Assignment:

- Is established when an assigning subject binds a receiving subject to a unit of work, sub-delegating a portion of its own Delegated Authority and Fid at the same moment.
- Verifies required Role classification, where specified, before completing; fails outright if the receiving Worker does not hold it.
- Creates a Responsibility, per Chapter 5, bound to this Assignment.
- Retires automatically, cascading, when the assigning subject's own Assignment or Project binding retires — mirroring Delegated Authority and Fid's cascading rules.
- Is recorded via Record Event at establishment, Role verification, and retirement.

## Relationships

*How does it interact with other concepts?*

Assignment binds Team to Project, and Worker to Team or Project.

Assignment sub-delegates Delegated Authority and Fid from the assigning subject, continuing the same derivation chain established in Chapters 14 and 15.

Assignment creates and binds Responsibility, per Chapter 5.

Assignment requires the receiving Worker to hold any specified Role classification, per Chapter 23.

Assignment cascades retirement from the assigning subject's own binding, the same way sub-delegated Delegated Authority and Fid cascade from their source.

## Constraints

*What boundaries govern it?*

Assignment shall:

- Never sub-delegate Delegated Authority or Fid exceeding what the assigning subject holds.
- Never be completed for a Worker lacking a required Role classification.

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- Never exist without creating a bound Responsibility.
- Never persist beyond the Lifecycle State of the assigning subject's own Assignment or Project binding.
- Permit a subject to hold multiple Assignments concurrently.

**Looking Ahead**

The next chapter defines Deliverable as the operational object produced in fulfillment of a Responsibility.

## Chapter 12 — Deliverable

### Chapter 12 — Deliverable

*This chapter defines Deliverable as the operational object representing the concrete artifact produced in fulfillment of a Responsibility.*

#### Definition

*What is it?*

A Deliverable is the operational object representing a concrete artifact produced by a subject in fulfillment of a Responsibility.

A Deliverable is distinct from Outcome: a Deliverable is the artifact produced; an Outcome, defined in the next chapter, is the evaluated result of that artifact against an Objective's success criteria. A Deliverable's production does not itself constitute evaluation.

#### Semantics

*What does it fundamentally mean?*

A Deliverable is produced by the subject holding the Responsibility it fulfills, under the Delegated Authority and Fid scoped to that Responsibility's Assignment.

A Deliverable, once produced, is immutable — a correction or revision is a new Deliverable, not an alteration of the original, preserving Audit Trail integrity the same way Identity and Objective content remain fixed once established.

Production of a Deliverable marks the associated Responsibility as fulfilled, per Chapter 5.

#### Purpose

*Why does it exist?*

Deliverable exists to give Responsibility a concrete, attributable artifact of fulfillment — something that can be produced, recorded, referenced, and later evaluated — distinct from the judgment of whether that artifact actually accomplished its purpose.

#### Objectives

*What is it intended to accomplish?*

Deliverable shall:

- Represent a concrete artifact produced in fulfillment of a specific Responsibility.
- Be attributed to the subject that produced it, under the Delegated Authority and Fid scoped to the fulfilled Assignment.

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- Mark its associated Responsibility as fulfilled upon production.
- Remain immutable once produced; any revision is a new, separately attributed Deliverable.
- Be available as the input evaluated in the production of an Outcome.

## Composition

*What conceptually constitutes it?*

Deliverable consists of:

- **Producing subject** — the Identity that produced this Deliverable.
- **Fulfilled Responsibility** — the Responsibility this Deliverable fulfills.
- **Production timestamp** — when this Deliverable was produced.
- **Content reference** — a reference to the artifact itself; this chapter does not prescribe the artifact's form or storage.

## Capabilities

*What must it be capable of?*

Deliverable shall be capable of:

- Being produced by a subject holding an active Responsibility, under that Responsibility's scoped Delegated Authority and Fid.
- Marking its fulfilled Responsibility as fulfilled at the moment of production.
- Being referenced by an Outcome as the artifact being evaluated.
- Being superseded by a new Deliverable without altering or removing the original.

## Behaviors

*How does it behave?*

Deliverable:

- Is produced by a subject as the culmination of an active Responsibility, consuming Fid and exercising Delegated Authority in the course of production, both accounted for through their own capabilities.
- Immediately marks its Responsibility fulfilled upon production; the Responsibility does not remain active alongside a produced Deliverable.

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- Is never altered after production; a subsequent correction is produced as a new, distinct Deliverable, separately attributed and timestamped.
- Is recorded via Record Event at production.

### **Relationships**

*How does it interact with other concepts?*

Deliverable is produced by the subject holding the Responsibility it fulfills, and marks that Responsibility fulfilled per Chapter 5.

Deliverable is produced under the Delegated Authority and Fid scoped to the Assignment that created the fulfilled Responsibility.

Deliverable is the artifact evaluated in the production of Outcome, defined in the next chapter.

Every Deliverable's production is preserved through Audit Trail.

### **Constraints**

*What boundaries govern it?*

Deliverable shall:

- Never be produced without an active, fulfillable Responsibility.
- Never be altered or removed after production.
- Never be produced outside the Delegated Authority and Fid scoped to its Responsibility's Assignment.
- Immediately mark its Responsibility fulfilled upon production.
- Record every production to the Audit Trail.

### **Looking Ahead**

The next chapter defines Outcome as the operational object representing the evaluated result of one or more Deliverables against an Objective's success criteria

## Chapter 13 — Outcome

*This chapter defines Outcome as the operational object representing the evaluated result of an Objective's Deliverables against its success criteria.*

### Definition

*What is it?*

An Outcome is the operational object representing the evaluated result of the Deliverables produced under an Objective, assessed against that Objective's success criteria by a Conceptual Synthesist.

Exactly one Outcome exists per Objective, evaluating the complete set of Deliverables produced under that Objective's Project.

### Semantics

*What does it fundamentally mean?*

An Outcome's result is binary: an Objective is either Accomplished or Not Accomplished against its fixed success criteria. Outcome does not represent partial or graduated success.

An Outcome is evaluated by a Conceptual Synthesist, per Chapter 1's Core Principles — evaluation is a human act, not an autonomous one.

Production of an Outcome transitions its Objective's Lifecycle State to Completed, per Chapter 9.

### Purpose

*Why does it exist?*

Outcome exists to give every Objective a single, final, human-evaluated verdict against its success criteria — closing the loop between what was delegated and what was actually accomplished, and marking the point at which the Objective, and everything sub-delegated beneath it, concludes.

### Objectives

*What is it intended to accomplish?*

Outcome shall:

- Aggregate and evaluate every Deliverable produced under an Objective's Project.
- Be evaluated by a Conceptual Synthesist against the Objective's fixed success criteria.

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- Record a binary result: Accomplished or Not Accomplished.
- Transition its Objective's Lifecycle State to Completed upon evaluation.
- Contribute to Organizational Experience regardless of result.

### Composition

*What conceptually constitutes it?*

Outcome consists of:

- **Evaluated Objective** — the single Objective this Outcome evaluates.
- **Evaluating Conceptual Synthesist** — who performed the evaluation.
- **Evaluated Deliverables** — the complete set of Deliverables produced under the Objective's Project, considered in the evaluation.
- **Result** — Accomplished or Not Accomplished.
- **Evaluation timestamp** — when the evaluation was performed.

### Capabilities

*What must it be capable of?*

Outcome shall be capable of:

- Being produced only by a Conceptual Synthesist, evaluating the full set of Deliverables produced under an Objective's Project.
- Recording a binary result against the Objective's fixed success criteria.
- Transitioning the evaluated Objective's Lifecycle State to Completed upon production.
- Being referenced by Organizational Experience regardless of result.

### Behaviors

*How does it behave?*

Outcome:

- Is produced when a Conceptual Synthesist evaluates the complete set of Deliverables produced under an Objective's Project against that Objective's success criteria.
- Records exactly one binary result per Objective; no partial or intermediate result is recorded.

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- Immediately transitions its Objective's Lifecycle State to Completed upon production, cascading retirement to the Objective's Project, Assignments, Delegated Authority, and Fid, per Chapters 10, 11, 14, and 15.
- Is recorded via Record Event at production.

## Relationships

*How does it interact with other concepts?*

Outcome is produced by Conceptual Synthesist, evaluating the Deliverables produced under an Objective's Project.

Outcome transitions its Objective to Completed, which cascades retirement through Project, Assignment, Delegated Authority, and Fid.

Outcome contributes to Organizational Experience, regardless of whether its result is Accomplished or Not Accomplished.

Every Outcome's production is preserved through Audit Trail.

## Constraints

*What boundaries govern it?*

Outcome shall:

- Exist in exactly a one-to-one relationship with its Objective.
- Never be produced by any subject other than a Conceptual Synthesist.
- Never record a result other than Accomplished or Not Accomplished.
- Never be produced before at least the possibility of a Deliverable has existed under the Objective.
- Immediately transition its Objective's Lifecycle State to Completed upon production.

## Looking Ahead

The next chapter defines Delegated Authority as the operational object that grants a Company, Team, or Worker the authority required to accomplish delegated Objectives, originating from a Conceptual Synthesist.

## Chapter 14 — Delegated Authority

*This chapter defines Delegated Authority as the operational object that grants a Company, Team, or Worker the authority required to accomplish delegated Objectives, originating from a Conceptual Synthesist.*

### Definition

*What is it?*

Delegated Authority is the operational object that establishes what a Company, Team, or Worker — or, in the case of Administrative Authority, a Conceptual Synthesist — is permitted to do, originating from a Conceptual Synthesist and optionally sub-delegated through a chain of holders.

Delegated Authority is distinct from Fid: Delegated Authority establishes permission to act; Fid, referenced separately, establishes the funds available to act with.

### Semantics

*What does it fundamentally mean?*

Delegated Authority always traces to an originating Conceptual Synthesist, whether held directly or sub-delegated through one or more intermediate holders.

A holder may sub-delegate only a portion of its own Delegated Authority, and never more than it holds.

Delegated Authority is bounded by four things simultaneously: what its holder was granted, any Objective-scoped expiration, any active Status-based narrowing, and — for sub-delegated authority — the continued validity of the authority it was derived from.

### Purpose

*Why does it exist?*

Delegated Authority exists so that autonomous execution can proceed without a human evaluating every individual action, while guaranteeing that every action taken remains traceable to an originating human grant and bounded by that grant's scope.

### Objectives

*What is it intended to accomplish?*

Delegated Authority shall:

- Establish the operational scope of what a holder is permitted to do.
- Trace every grant, direct or sub-delegated, back to an originating Conceptual Synthesist.

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- Bind a grant's duration to the life of the Objective it was made for.
- Narrow automatically when the holder's Status becomes Restricted.
- Revoke automatically, cascading to all sub-delegated authority, when the source grant is revoked or expires.
- Support revocation by a sufficiently-authorized Conceptual Synthesist, whether or not they issued the original grant.

## Composition

*What conceptually constitutes it?*

Delegated Authority consists of:

- **Grant** — the originating Conceptual Synthesist, or the holder's own Delegated Authority, if sub-delegated.
- **Holder** — the Identity the authority is bound to.
- **Operational scope** — the specific actions the grant permits.
- **Objective binding** — the Objective this grant exists to accomplish; expiration is tied to this Objective's completion or retirement.
- **Fid reference** — a reference to the Fid allocation associated with this grant, where applicable. Delegated Authority does not itself hold or track fund amounts.

## Capabilities

*What must it be capable of?*

Delegated Authority shall be capable of:

- Being granted directly by a Conceptual Synthesist, or sub-delegated by an existing holder, in a scope no broader than the delegating holder's own.
- Being evaluated through an Authorization Check against a requested action, returning Authorized or Not Authorized.
- Being automatically narrowed while the holder's Status is Restricted, and automatically restored when Status returns to Good Standing or Under Review.
- Being automatically revoked, cascading to every grant sub-delegated from it, when its source is revoked or its bound Objective concludes.
- Being explicitly revoked by any Conceptual Synthesist holding sufficient Administrative Authority, regardless of who originally issued the grant.

## Behaviors

*How does it behave?*

Delegated Authority:

- Is granted at the same time a holder receives an Objective, Assignment, or Role requiring it.
- Is evaluated via Authorization Check for every action requiring authorization, per the Delegated Authority Interface Contract (established form for new subjects; standard form for existing ones).
- Narrows immediately and automatically upon the holder's Status transitioning to Restricted, per Chapter 6, without requiring separate action.
- Expires automatically when its bound Objective reaches Completed or Retired Lifecycle State.
- Cascades revocation downward the instant its source authority is revoked or expires — no sub-delegated grant survives the revocation or expiration of the authority it was derived from.
- Is recorded via Record Event at every grant, sub-delegation, narrowing, restoration, expiration, and revocation.

## Relationships

*How does it interact with other concepts?*

Delegated Authority originates from Conceptual Synthesist and is held by Company, Team, or Worker, or — as Administrative Authority — a Conceptual Synthesist.

Delegated Authority is narrowed by Status and is the mechanism through which Status's Restricted condition takes practical effect.

Delegated Authority is bound to an Objective and expires with it.

Delegated Authority references Fid but does not contain it; Fid's own chapter governs allocation and consumption mechanics.

Delegated Authority is the mechanism Role's baseline authority initializes, and the mechanism Conceptual Synthesist's Administrative Authority is expressed through.

Every grant, narrowing, and revocation is preserved through Audit Trail, and is the primary subject of verification for Organizational Accountability.

## **Constraints**

*What boundaries govern it?*

Delegated Authority shall:

- Never be sub-delegated in a scope broader than the delegating holder's own.
- Never persist beyond the Lifecycle State of its bound Objective.
- Never remain unnarrowed while its holder's Status is Restricted.
- Never survive the revocation or expiration of the authority it was sub-delegated from.
- Always be revocable by a Conceptual Synthesist holding sufficient Administrative Authority, regardless of who issued the original grant.
- Always trace, however many sub-delegation steps removed, to an originating Conceptual Synthesist.

## **Looking Ahead**

The next chapter defines Fid as the operational object that establishes the funds a holder of Delegated Authority is allocated to consume in pursuit of an Objective.

## Chapter 15 — Fid

*This chapter defines Fid as the operational object that establishes the funds a holder of Delegated Authority is allocated to consume in pursuit of an Objective.*

### Definition

*What is it?*

Fid is the operational object that represents a bounded quantity of funds allocated to a holder of Delegated Authority, to be consumed in the course of accomplishing a specific Objective.

Fid is distinct from Delegated Authority: Delegated Authority establishes permission to act; Fid establishes the funds available to act with. A holder may hold Delegated Authority without Fid, or Fid without sufficient Delegated Authority to spend it — both are required together for execution to proceed.

### Semantics

*What does it fundamentally mean?*

Fid is allocated in a bounded amount; it does not permit unlimited consumption.

Fid distinguishes allocation (funds made available) from consumption (funds actually spent) as separate, individually recorded events.

Fid may never be negative; consumption that would exceed the remaining allocated balance shall be refused.

### Purpose

*Why does it exist?*

Fid exists to bound the economic scope of autonomous execution, so that a holder of Delegated Authority can act within a known, finite budget rather than an unconstrained one, while every unit allocated and every unit spent remains fully traceable.

### Objectives

*What is it intended to accomplish?*

Fid shall:

- Establish a bounded allocation of funds tied to a specific Objective.
- Record every allocation and every consumption as distinct, individually attributable events.
- Refuse any consumption that would exceed the remaining balance.

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- Support sub-allocation from a holder's own Fid to a derived grant, never exceeding what the holder holds.
- Return unspent Fid to its source upon revocation or expiration of the grant it was allocated to.

## Composition

*What conceptually constitutes it?*

Fid consists of:

- **Allocated amount** — the bounded quantity made available.
- **Consumed amount** — the running total actually spent, derived from individual consumption events.
- **Remaining balance** — allocated amount minus consumed amount.
- **Source** — the Conceptual Synthesist or holder's own Fid this allocation was drawn from.
- **Objective binding** — the Objective this Fid was allocated to accomplish; expiration is tied to this Objective's completion or retirement, matching Delegated Authority's binding.

## Capabilities

*What must it be capable of?*

Fid shall be capable of:

- Being allocated by a Conceptual Synthesist, or sub-allocated by an existing holder, in an amount no greater than the allocating holder's own remaining balance.
- Recording a consumption event that reduces the remaining balance.
- Refusing a consumption event that would reduce the remaining balance below zero.
- Being reclaimed — its unspent remaining balance returned to its source — upon revocation or expiration of the grant it was allocated to.

## Behaviors

*How does it behave?*

Fid:

- Is allocated alongside a grant of Delegated Authority, bound to the same Objective.

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- Records each consumption as a discrete event against the remaining balance, never as a running estimate.
- Refuses any single consumption event that would exceed the remaining balance; the requested action does not proceed.
- Is reclaimed to its source the instant its bound Delegated Authority is revoked or its Objective reaches Completed or Retired — mirroring Delegated Authority's cascading expiration.
- Is recorded via Record Event at every allocation, consumption, sub-allocation, and reclamation.

## Relationships

*How does it interact with other concepts?*

Fid is referenced by Delegated Authority but is not contained within it; a grant of Delegated Authority points to the Fid allocated alongside it.

Fid is bound to the same Objective as the Delegated Authority grant it accompanies, and expires under the same conditions.

Fid may be sub-allocated in the same derivation chain as sub-delegated Delegated Authority, when a Leader spawns a Worker and allocates it a portion of its own remaining balance.

Every allocation, consumption, sub-allocation, and reclamation is preserved through Audit Trail as a distinct event type, per Chapter 17.

## Constraints

*What boundaries govern it?*

Fid shall:

- Never be negative.
- Never permit consumption exceeding the remaining balance.
- Never be sub-allocated in an amount greater than the allocating holder's own remaining balance.
- Never persist beyond the Lifecycle State of its bound Objective.
- Always return its unspent remaining balance to its source upon revocation or expiration.

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- Always record allocation and consumption as separate, individually attributable events.

**Looking Ahead**

The next chapter defines Organizational Experience as the operational object through which patterns from Outcomes, Deliverables, and Audit Trail history strengthen future execution.

## Chapter 16 — Organizational Experience

*This chapter defines Organizational Experience as the operational object through which patterns synthesized from Outcomes, Deliverables, Status history, and Audit Trail records inform future execution.*

### Definition

*What is it?*

Organizational Experience is the operational object that holds synthesized patterns derived from the historical record of Outcomes, Deliverables, Status transitions, and Audit Trail entries.

Organizational Experience is distinct from Audit Trail: Audit Trail is the complete, immutable, raw record of every attributable event; Organizational Experience is synthesized knowledge derived from that record — patterns, not events.

### Semantics

*What does it fundamentally mean?*

An Organizational Experience entry is produced automatically, through synthesis of underlying Audit Trail, Outcome, Deliverable, and Status records — it does not require a Conceptual Synthesist to manually author or approve each entry.

Organizational Experience is queryable by any authorized subject but does not itself alter Role, Delegated Authority, or any other concept's behavior automatically. It informs; it does not act.

Organizational Experience is derived, not primary — it can be reconstructed at any time from Audit Trail, Outcome, Deliverable, and Status history, and is never the sole record of anything it describes.

### Purpose

*Why does it exist?*

Organizational Experience exists to surface patterns from The Autonomous Company's history — what tends to succeed, what tends to fail, under what conditions — so that future Objectives, Assignments, and Role decisions can be informed by accumulated history rather than each execution starting without any benefit from what came before.

### Objectives

*What is it intended to accomplish?*

Organizational Experience shall:

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- Synthesize patterns from Outcomes, Deliverables, Status history, and Audit Trail records.
- Be produced automatically, without requiring manual authorship of each entry.
- Remain queryable by authorized subjects without automatically altering any other concept's behavior.
- Remain reconstructable from its underlying source records at any time.

## Composition

*What conceptually constitutes it?*

Organizational Experience consists of:

- **Pattern** — the synthesized observation itself.
- **Source records** — the specific Outcomes, Deliverables, Status transitions, or Audit Trail entries the pattern was derived from.
- **Synthesis timestamp** — when the pattern was derived.
- **Applicable scope** — what category of subject, Role, or Objective the pattern is relevant to.

Applicable scope is expressed primarily in terms of Role: a pattern's relevance is scoped to the Role most directly responsible for the actions from which it was derived. Broader scope — Objective or Company level — applies only when the underlying source records span multiple Roles and no single Role captures the pattern's relevance. Role is the default and most common granularity; broader scope is the exception, not the baseline.

## Capabilities

*What must it be capable of?*

Organizational Experience shall be capable of:

- Synthesizing a pattern automatically from qualifying source records as they accumulate.
- Being queried by an authorized subject for patterns relevant to a given scope.
- Being traced back to its underlying source records for verification.
- Being invoked without altering the behavior of any other concept.

## Behaviors

*How does it behave?*

**Organizational Experience:**

- Synthesizes new patterns automatically as Outcomes, Deliverables, Status transitions, and Audit Trail entries accumulate.
- Never modifies Role, Delegated Authority, Fid, or any other concept as a direct effect of a synthesized pattern; any resulting change requires a separate, deliberate action by a Conceptual Synthesist or an authorized subject exercising its own Delegated Authority.
- Remains queryable regardless of the Lifecycle State of the subjects its source records describe.
- Is recorded via Record Event at synthesis of each pattern.

**Relationships**

*How does it interact with other concepts?*

Organizational Experience is synthesized from Outcome, Deliverable, Status, and Audit Trail.

Organizational Experience is queryable by Company, Team, Worker, and Conceptual Synthesist, but does not itself hold Delegated Authority over any of them.

Organizational Experience's synthesis is itself preserved through Audit Trail, so the act of pattern-derivation is as attributable as anything else in the system.

**Constraints**

*What boundaries govern it?*

Organizational Experience shall:

- Never be the sole record of anything it describes; it must remain reconstructable from Audit Trail, Outcome, Deliverable, and Status history.
- Never automatically alter Role, Delegated Authority, Fid, or any other concept's current state.
- Never be manually required as a precondition for an Outcome, Deliverable, or any other concept to be produced.
- Record its own synthesis to the Audit Trail.
- Never restrict a Worker's ability to query patterns scoped to its Role based on that Worker's own tenure, prior participation, or Identity history; a newly established Worker holding a Role has the same query access to that Role's Organizational Experience as any other Worker holding it.

### **Looking Ahead**

The next chapter in the build sequence defines Audit Trail as the operational object that preserves an immutable record of every attributable action across The Autonomous Company.

## Chapter 17 — Audit Trail

*This chapter defines Audit Trail as the operational capability that maintains an immutable record of every attributable action across The Autonomous Company, establishing the basis for Organizational Accountability.*

### Definition

*What is it?*

Audit Trail is the operational capability that records and permanently preserves every attributable action taken within The Autonomous Company, in chronological order and without alteration.

Audit Trail is singular and global — one continuous record spanning the entire Autonomous Company — not an instance established per Company, Team, or Worker.

### Semantics

*What does it fundamentally mean?*

Audit Trail is not an Organizational Entity or Operational Object, and does not itself hold Identity or Lifecycle State; it is a standing capability that other concepts invoke, in the same way Delegated Authority is invoked for an Authorization Check.

An entry, once recorded, is permanent. Audit Trail supports only the addition of new entries — it does not support modification, deletion, or reordering of existing entries, under any circumstance or authority.

A failure to record a required entry halts the action that would have produced it; Audit Trail is fail-closed, not fail-open.

### Purpose

*Why does it exist?*

Audit Trail exists to preserve a complete, trustworthy, and permanent record of every attributable action — including organizational changes, authority and resource exercise, and execution activity — so that Organizational Accountability can be established, historical continuity can be reconstructed for any subject, and the Autonomous Workforce remains fully observable to its human Conceptual Synthesists.

### Objectives

*What is it intended to accomplish?*

Audit Trail shall:

- Record every attributable action at the moment it occurs.

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- Preserve every recorded entry permanently and without alteration.
- Support reconstruction of the complete history of any Identity.
- Halt an action rather than allow it to proceed unrecorded, when recording fails.

## Composition

*What conceptually constitutes it?*

Audit Trail consists of Audit Entries. Each entry contains: event type, the Identity involved, the requesting or acting Identity, timestamp, result, relevant context, and authority relied upon where applicable.

Event type shall include, at minimum, the following categories:

- **Organizational events** — establishment, Reassignment, Status transition, Lifecycle State transition, retirement.
- **Spawning events** — a Leader or Worker causing another Worker to be established, including the spawning Identity and the spawned Identity.
- **Authority and economic events** — Delegated Authority grants and exercises, Fid allocation, and Fid consumption, recorded as distinct events rather than a single combined entry.
- **Execution events** — model selection, token consumption (input and output), tool use, external-service use, and time spent on an Assignment or task.
- **Interaction events** — a Worker's exercise of authority over, delegation to, or exchange with another Worker.

## Capabilities

*What must it be capable of?*

Audit Trail shall be capable of:

- Accepting and permanently recording an Audit Entry (the Record Event operation) whenever invoked by another concept.
- Refusing any attempt to modify, delete, or reorder an existing entry.
- Returning the complete recorded history for a given Identity, in chronological order.
- Signaling failure back to the invoking concept if an entry cannot be recorded.

## Behaviors

*How does it behave?*

Audit Trail:

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- Records an entry immediately upon invocation by any concept requiring attribution.
- Never modifies, removes, or reorders a previously recorded entry.
- Appends every new entry in chronological order alongside all prior entries.
- Causes the invoking action to halt, rather than complete unrecorded, if an entry cannot be successfully recorded.

## Relationships

*How does it interact with other concepts?*

Audit Trail is invoked by Identity, Lifecycle State, Status, Role, and every other concept within The Autonomous Company that produces an attributable action. It does not consume Identity, Lifecycle State, Status, or Role itself, since it is not a subject those properties apply to.

Audit Trail is the mechanism through which Organizational Accountability, defined in the next chapter, is established.

## Constraints

*What boundaries govern it?*

Audit Trail shall:

- Remain a single, global record — never fragmented in a way that prevents accountability from being traced across Companies, Teams, or Workers.
- Never permit an existing entry to be altered, deleted, or reordered.
- Never allow an action requiring an entry to succeed if that entry fails to record.
- Preserve every entry for the full existence of the Autonomous Company, including after the involved subject's Lifecycle State becomes Retired.

## Looking Ahead

Part IV — Operational Objects is now complete. The next Part defines the Organizational Entities — Company, Team, and Worker — together with the named scopes of Delegated Authority those entities depend upon, Administrative Authority and Leadership Authority, beginning with Company.

## PART V — ORGANIZATIONAL ENTITIES AND AUTHORITY SCOPES

### Chapter 18 — Company

*This chapter defines Company as the highest-level Organizational Entity, established by a Conceptual Synthesist holding Administrative Authority to receive and pursue delegated Objectives.*

#### Definition

*What is it?*

A Company is the highest-level Organizational Entity within The Autonomous Company, established by a Conceptual Synthesist holding Administrative Authority to receive Objectives and pursue them through Autonomous Execution.

A Company may pursue multiple Objectives concurrently, establishing one Project per Objective, per Chapter 10.

#### Semantics

*What does it fundamentally mean?*

A Company holds Delegated Authority and Fid granted directly by the Conceptual Synthesist that established it, and sub-delegates a portion of each to every Project it establishes.

A Company organizes execution by establishing Projects, which Teams are assigned to, per Chapter 2's Organizational Relationships.

A Company's retirement cascades to every Project, Assignment, Team, Worker, Delegated Authority, and Fid grant beneath it — nothing survives the retirement of the Company it derives from.

#### Purpose

*Why does it exist?*

Company exists to be the accountable, top-level holder of delegated purpose and authority — the entity a human Conceptual Synthesist trusts with an Objective, and the root from which every subsequent grant of Delegated Authority and Fid within its scope is derived.

#### Objectives

*What is it intended to accomplish?*

Company shall:

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- Be established only by a Conceptual Synthesist holding Administrative Authority.
- Receive Objectives and establish exactly one Project per Objective received.
- Hold and sub-delegate Delegated Authority and Fid to the Projects it establishes.
- Pursue multiple Objectives concurrently, each through its own Project.
- Cascade retirement to everything established or sub-delegated beneath it.

## Composition

*What conceptually constitutes it?*

Company consists of:

- **Establishing Conceptual Synthesist** — who established this Company.
- **Held Delegated Authority and Fid** — the grant received directly from the establishing Conceptual Synthesist.
- **Active Objectives** — the Objectives currently delegated to this Company.
- **Established Projects** — the Projects this Company has established, one per Objective.

## Capabilities

*What must it be capable of?*

Company shall be capable of:

- Being established only by a Conceptual Synthesist holding Administrative Authority.
- Receiving an Objective and establishing exactly one corresponding Project.
- Sub-delegating Delegated Authority and Fid to each Project it establishes, never exceeding its own held grant.
- Being retired, cascading retirement to every Project, Assignment, Team, Worker, Delegated Authority, and Fid grant beneath it.

## Behaviors

*How does it behave?*

Company:

- Is established by a Conceptual Synthesist holding Administrative Authority, with Delegated Authority and Fid granted at establishment.

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- Establishes exactly one Project immediately upon receiving each Objective, per Chapter 10.
- Sub-delegates a portion of its own Delegated Authority and Fid to each Project it establishes.
- Cascades retirement downward through every Project, Assignment, Team, Worker, Delegated Authority, and Fid grant the instant the Company itself retires.
- Is recorded via Record Event at establishment, Objective receipt, Project establishment, and retirement.

### **Relationships**

*How does it interact with other concepts?*

Company is established by a Conceptual Synthesist holding Administrative Authority, per Chapters 8 and 21.

Company receives Objective and establishes exactly one Project per Objective, per Chapters 9 and 10.

Company holds and sub-delegates Delegated Authority and Fid to its Projects, continuing the derivation chain established in Chapters 14 and 15.

Company's retirement cascades to every Project, Assignment, Team, Worker, and sub-delegated grant beneath it.

Every action taken by or affecting a Company is preserved through Audit Trail and contributes to Organizational Experience.

### **Constraints**

*What boundaries govern it?*

Company shall:

- Never be established by a Conceptual Synthesist lacking Administrative Authority.
- Never sub-delegate Delegated Authority or Fid exceeding its own held grant.
- Never establish more than one Project per Objective.
- Cascade retirement to everything established or sub-delegated beneath it upon its own retirement.
- Record every establishment, Objective receipt, Project establishment, and retirement to the Audit Trail.

### **Looking Ahead**

The next chapter defines Team as the Organizational Entity assigned to organize specialized execution within a Project.

## Chapter 19 — Team

*This chapter defines Team as the Organizational Entity that organizes specialized execution, composed of Workers, and assignable to one or more Projects concurrently.*

### Definition

*What is it?*

A Team is the Organizational Entity that organizes specialized execution within The Autonomous Company, composed of zero or more Workers, and bound to one or more Projects through Assignment.

A Team is durable — it is not established fresh for a single Project and retired with it, but may persist across multiple Projects over its lifetime, concurrently or sequentially.

### Semantics

*What does it fundamentally mean?*

A Team holds Delegated Authority and Fid through its Assignment to a Project, per Chapter 11 — a Team assigned to multiple Projects concurrently holds a separate sub-delegated grant for each Assignment, not one pooled grant across all of them.

A Team may exist with zero Workers; establishment of a Team and staffing of a Team are separate acts.

A Team's own retirement is independent of any single Project's retirement, since a Team may be assigned to more than one Project at a time — a Team retires only through its own explicit retirement, not automatically upon any one Project's conclusion, though each of its Project-specific Assignments still retires when that Project retires, per Chapter 11.

### Purpose

*Why does it exist?*

Team exists to provide a durable, reusable organizational unit of specialized execution — one that can be assigned to a Project, complete that work, and be assigned to another, rather than every unit of organized execution being disposable and re-created for each Objective.

### Objectives

*What is it intended to accomplish?*

Team shall:

- Be established independently of any specific Project.

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- Be assignable to one or more Projects concurrently, each through its own Assignment.
- Hold Delegated Authority and Fid separately per Project Assignment, not pooled.
- Be composed of zero or more Workers.
- Persist across the conclusion of any single Project it has been assigned to.

### Composition

*What conceptually constitutes it?*

Team consists of:

- **Member Workers** — the Workers currently composing this Team; may be empty.
- **Active Assignments** — the current Project Assignments this Team holds, each with its own sub-delegated Delegated Authority and Fid.
- **Establishing Conceptual Synthesist, Company, or Leader** — who established this Team.

### Capabilities

*What must it be capable of?*

Team shall be capable of:

- Being established independently, with zero Workers, prior to any Project Assignment.
- Being assigned to one or more Projects concurrently, each Assignment sub-delegating its own Delegated Authority and Fid.
- Gaining and losing Worker members over time without affecting its own Identity or existing Assignments.
- Being retired explicitly, independent of any single Project's conclusion.

### Behaviors

*How does it behave?*

Team:

- Is established with zero or more Workers, independent of any Project.
- Receives a separate sub-delegated grant of Delegated Authority and Fid for each Project it is assigned to, per Chapter 11.

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- Continues to exist and hold its remaining Assignments when any one of its Project Assignments retires.
- Retires only through explicit retirement, not automatically as a side effect of any single Project concluding.
- Is recorded via Record Event at establishment, each Assignment, membership changes, and retirement.

## **Relationships**

*How does it interact with other concepts?*

Team is assigned to Project through Assignment, per Chapter 11, potentially holding multiple concurrent Assignments.

Team is composed of Worker, which may be added or removed over time.

Team holds Delegated Authority and Fid separately for each Project Assignment it currently holds.

Every action taken by or affecting a Team is preserved through Audit Trail and contributes to Organizational Experience.

## **Constraints**

*What boundaries govern it?*

Team shall:

- Never pool Delegated Authority or Fid across multiple Project Assignments; each remains separately scoped.
- Never be required to hold at least one Worker to remain Active.
- Never retire automatically as a result of any single Project's conclusion while other Assignments remain active.
- Record every establishment, Assignment, membership change, and retirement to the Audit Trail.

## **Looking Ahead**

The next chapter defines Worker as the Organizational Entity that performs delegated Responsibilities under Assignment.

## Chapter 20 — Worker

*This chapter defines Worker as the Organizational Entity that performs delegated Responsibilities, holds a Role, and may spawn additional Workers where its Delegated Authority and current Assignment permit.*

### Definition

*What is it?*

A Worker is the Organizational Entity that performs delegated Responsibilities within The Autonomous Company, holding exactly one Role at a time and operating under Delegated Authority and Fid sub-delegated through its Assignment.

A Worker may spawn additional Workers — causing a new Worker to be established, with Delegated Authority and Fid sub-delegated from its own — where its current Delegated Authority explicitly permits spawning and the spawning is undertaken in fulfillment of a bound Assignment.

### Semantics

*What does it fundamentally mean?*

Spawning is not a capability every Worker holds by default; it is a specific permission that must be explicitly present within a Worker's Delegated Authority, the same as any other permitted action.

A spawned Worker's Delegated Authority and Fid are sub-delegated from the spawning Worker's own, continuing the same derivation chain already established for Team, Project, and Assignment.

A Worker's retirement cascades to every Worker it has spawned, mirroring Company's cascading retirement of everything beneath it.

### Purpose

*Why does it exist?*

Worker exists to be the entity that actually performs Autonomous Execution — fulfilling Responsibilities, producing Deliverables, and, where explicitly authorized, spawning further Workers to extend execution capacity in service of a bound Assignment.

### Objectives

*What is it intended to accomplish?*

Worker shall:

- Hold exactly one Role at a time, per Chapter 23.

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- Fulfill Responsibilities bound to its Assignments by producing Deliverables.
- Spawn additional Workers only where explicitly permitted by its Delegated Authority and tied to a bound Assignment.
- Sub-delegate Delegated Authority and Fid to any Worker it spawns.
- Cascade retirement to every Worker it has spawned.

## Composition

*What conceptually constitutes it?*

Worker consists of:

- **Current Role** — the single Role classification this Worker currently holds.
- **Active Assignments** — the Assignments this Worker currently holds, each with its own Responsibility, Delegated Authority, and Fid.
- **Spawned Workers** — the Workers this Worker has caused to be established, if any.
- **Spawning Worker** — the Worker or Leader that spawned this Worker, if applicable, or the Founding Act reference if not.

## Capabilities

*What must it be capable of?*

Worker shall be capable of:

- Being established either by a Company or Team (initial staffing) or by spawning from another Worker.
- Fulfilling a Responsibility by producing a Deliverable, under its Assignment's Delegated Authority and Fid.
- Spawning a new Worker only where its own Delegated Authority explicitly permits it and a bound Assignment justifies it, sub-delegating a portion of its own Delegated Authority and Fid to the spawned Worker.
- Being retired, cascading retirement to every Worker it has spawned.

## Behaviors

*How does it behave?*

Worker:

- Is established with a Role and, where applicable, Delegated Authority and Fid sub-delegated from its spawning Worker, Team, or Company.

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- Fulfills Responsibility through Deliverable production, per Chapters 5 and 12.
- Spawns a new Worker only when its current Delegated Authority explicitly permits spawning and the spawn is undertaken in service of a bound Assignment; any other attempt to spawn fails.
- Cascades retirement to every Worker it spawned the instant its own retirement occurs.
- Is recorded via Record Event at establishment, spawning (as both spawning and spawned party), Deliverable production, and retirement.

### **Relationships**

*How does it interact with other concepts?*

Worker holds Role, per Chapter 23, and Responsibility through Assignment, per Chapters 5 and 11.

Worker is composed within Team, and receives Delegated Authority and Fid through its Assignments, per Chapters 14, 15, and 11.

Worker may spawn additional Workers, sub-delegating its own Delegated Authority and Fid, where explicitly permitted and tied to a bound Assignment.

Worker's retirement cascades to every Worker it has spawned.

Every action taken by a Worker is preserved through Audit Trail and contributes to Organizational Experience.

### **Constraints**

*What boundaries govern it?*

Worker shall:

- Hold exactly one Role at a time.
- Never spawn a Worker without explicit permission within its own Delegated Authority.
- Never spawn a Worker independent of a bound Assignment.
- Never sub-delegate to a spawned Worker more Delegated Authority or Fid than it holds itself.
- Cascade retirement to every Worker it has spawned.
- Record every establishment, spawning event, Deliverable production, and retirement to the Audit Trail.

### **Looking Ahead**

The next chapter defines Administrative Authority as the form of Delegated Authority that permits a Conceptual Synthesist to establish other Conceptual Synthesists and configure system-wide settings.

## Chapter 21 — Administrative Authority

*This chapter defines Administrative Authority as the form of Delegated Authority that permits a Conceptual Synthesist to establish other Conceptual Synthesists and configure system-wide settings.*

### Definition

*What is it?*

Administrative Authority is a named scope of Delegated Authority, granted to a Conceptual Synthesist, that permits establishing other Conceptual Synthesists, transitioning their Lifecycle State, and configuring system-wide settings, including the establishment of Company.

A Conceptual Synthesist holding Administrative Authority is not a distinct Human Participant category — Administrative Authority is a granted scope, the same relationship Leadership Authority holds to Worker.

### Semantics

*What does it fundamentally mean?*

Administrative Authority is a scope of Delegated Authority like any other, and is therefore subject to every rule already governing Delegated Authority: it must trace to an originating grant, may be sub-delegated no broader than its source, and cascades in its revocation to everything established under it.

The Founding Conceptual Synthesist holds Administrative Authority inherently, through the Founding Act, without requiring a grant, per Chapter 1 and Chapter 8.

Administrative Authority is independent of any Role or Leadership Authority a Worker might hold — it applies exclusively to Conceptual Synthesist, never to Worker.

### Purpose

*Why does it exist?*

Administrative Authority exists to permit certain Conceptual Synthesists to establish and oversee other Conceptual Synthesists and system-wide configuration, without treating every human interacting with The Autonomous Company as equally senior, and without inventing a second Human Participant category to express that distinction.

### Objectives

*What is it intended to accomplish?*

Administrative Authority shall:

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- Permit establishing a new Conceptual Synthesist.
- Permit transitioning another Conceptual Synthesist's Lifecycle State.
- Permit establishing a Company, per Chapter 18.
- Permit configuration of system-wide settings not otherwise governed by a specific chapter.
- Remain sub-delegatable, no broader than the granting holder's own scope.

### Composition

*What conceptually constitutes it?*

Administrative Authority consists of:

- **Holding Conceptual Synthesist** — who holds this authority.
- **Granted scope** — specifically, which administrative actions are permitted (establishing Conceptual Synthesists, establishing Companies, system configuration), since these may be granted independently rather than as a single all-or-nothing bundle.
- **Source grant** — the Founding Act, for the Founding Conceptual Synthesist, or the Administrative Authority of the granting Conceptual Synthesist, for all others.

### Capabilities

*What must it be capable of?*

Administrative Authority shall be capable of:

- Being held inherently by the Founding Conceptual Synthesist, or granted by a Conceptual Synthesist already holding sufficient Administrative Authority to sub-delegate it.
- Permitting establishment of a new Conceptual Synthesist, a new Company, or a system-wide configuration change, each independently scoped.
- Being narrowed automatically if the holding Conceptual Synthesist's Status becomes Restricted.
- Being revoked, cascading to every Conceptual Synthesist, Company, or sub-delegated Administrative Authority established under it.

### Behaviors

*How does it behave?*

**Administrative Authority:**

- Is held inherently by the Founding Conceptual Synthesist from the moment of the Founding Act, and by any other Conceptual Synthesist only through an explicit grant.
- Permits its specific granted actions only — establishing a Conceptual Synthesist, establishing a Company, or configuring settings — and fails an Authorization Check for any action outside that granted scope.
- Narrows automatically alongside the holding Conceptual Synthesist's Delegated Authority when Status becomes Restricted.
- Cascades revocation to every Conceptual Synthesist, Company, or sub-delegated Administrative Authority established under it, the instant it is revoked.
- Is recorded via Record Event at grant, exercise, and revocation.

**Relationships**

*How does it interact with other concepts?*

Administrative Authority is a scope of Delegated Authority, per Chapter 14, held by Conceptual Synthesist, per Chapter 8.

Administrative Authority permits establishing Conceptual Synthesist and Company, per Chapters 8 and 18.

Administrative Authority is structurally parallel to Leadership Authority — both are named scopes of Delegated Authority granted to a specific holder category, Conceptual Synthesist and Worker respectively — but the two are never held interchangeably; a Worker cannot hold Administrative Authority, and a Conceptual Synthesist does not hold Leadership Authority.

Every exercise of Administrative Authority is preserved through Audit Trail and contributes to Organizational Experience.

**Constraints**

*What boundaries govern it?*

Administrative Authority shall:

- Never permit an action outside its specifically granted scope.
- Never be held by any subject other than a Conceptual Synthesist.
- Never survive the revocation of the grant it was sub-delegated from, except for the Founding Conceptual Synthesist's inherent holding.

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- Cascade revocation to everything established under it upon its own revocation.
- Record every grant, exercise, and revocation to the Audit Trail.

**Looking Ahead**

The next chapter defines Leadership Authority as the form of Delegated Authority that permits a Worker to establish Teams, create Assignments, and coordinate execution within its scope.

## Chapter 22 — Leadership Authority

*This chapter defines Leadership Authority as the form of Delegated Authority that permits a Worker to establish Teams, create Assignments, and coordinate execution within its scope.*

### Definition

*What is it?*

Leadership Authority is a named scope of Delegated Authority, granted to a Worker, that permits establishing Teams, creating Assignments binding other Workers, and coordinating execution across Workers and Teams within the granted scope.

A Worker holding Leadership Authority is referred to as a Leader. This is a description of a Worker's granted authority, not a distinct Organizational Entity — a Leader retains its original Identity and Role throughout.

### Semantics

*What does it fundamentally mean?*

Leadership Authority is independent of Role — a Worker holding any Role classification may also hold Leadership Authority; the two are granted and revoked separately.

Leadership Authority is a scope of Delegated Authority like any other, and is therefore subject to every rule already governing Delegated Authority: it may be narrowed automatically by Status, must be sufficient before a corresponding Responsibility may be assigned, and cascades in its revocation to everything sub-delegated under it.

A Worker's spawning capability (Chapter 20) and Leadership Authority are related but distinct: spawning creates a new Worker; Leadership Authority additionally permits establishing Teams and creating Assignments that bind existing Workers to Projects.

### Purpose

*Why does it exist?*

Leadership Authority exists to permit a Worker to coordinate the execution of others — establishing Teams and Assignments — without requiring every organizational act to be performed directly by a Conceptual Synthesist or a Company, and without inventing a second class of entity to hold that permission.

### Objectives

*What is it intended to accomplish?*

Leadership Authority shall:

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- Permit a Worker to establish Teams within its granted scope.
- Permit a Worker to create Assignments binding other Workers to Projects or Teams within its granted scope.
- Remain independent of and separately grantable from Role.
- Be subject to the same narrowing, expiration, and cascading revocation rules as any other Delegated Authority grant.

## Composition

*What conceptually constitutes it?*

Leadership Authority consists of:

- **Holding Worker** — the Worker granted this authority.
- **Granted scope** — which Teams, Projects, or Workers this authority permits coordination over.
- **Source grant** — the Delegated Authority this Leadership Authority was sub-delegated or granted from.

## Capabilities

*What must it be capable of?*

Leadership Authority shall be capable of:

- Being granted to a Worker by a Company or by another Worker already holding sufficient Leadership Authority to sub-delegate it.
- Permitting Team establishment and Assignment creation within its granted scope only.
- Being narrowed automatically if the holding Worker's Status becomes Restricted, per Chapters 6 and 14.
- Being revoked, cascading to every Team, Assignment, or sub-delegated Leadership Authority established under it.

## Behaviors

*How does it behave?*

Leadership Authority:

- Is granted to a Worker as a distinct scope of Delegated Authority, separate from and in addition to whatever Role that Worker holds.

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- Permits Team establishment and Assignment creation strictly within its granted scope; any attempt beyond that scope fails an Authorization Check.
- Narrows automatically alongside the holding Worker's Delegated Authority when Status becomes Restricted.
- Cascades revocation to every Team, Assignment, and sub-delegated Leadership Authority established under it, the instant it is revoked.
- Is recorded via Record Event at grant, exercise, and revocation.

## Relationships

*How does it interact with other concepts?*

Leadership Authority is a scope of Delegated Authority, per Chapter 14, held by a Worker, per Chapter 20.

Leadership Authority permits establishing Team, per Chapter 19, and creating Assignment, per Chapter 11.

Leadership Authority is independent of Role, per Chapter 23 — a Worker's Role and Leadership Authority are granted, held, and revoked separately.

Every exercise of Leadership Authority is preserved through Audit Trail and contributes to Organizational Experience.

## Constraints

*What boundaries govern it?*

Leadership Authority shall:

- Never permit Team establishment or Assignment creation outside its granted scope.
- Never be conflated with or dependent upon a specific Role classification.
- Never survive the revocation or expiration of the grant it was sub-delegated from.
- Cascade revocation to everything established under it upon its own revocation.
- Record every grant, exercise, and revocation to the Audit Trail.

## Looking Ahead

Part V — Organizational Entities and Authority Scopes is now complete. The next Part defines the Supporting Concepts — Role, Capability, Skill, and Resource — that Worker and Leadership Authority depend upon, beginning with Role.

## PART VI — SUPPORTING CONCEPTS

### Chapter 23 — Role

*This chapter defines Role as the conceptual property that establishes the function a Worker performs and the responsibilities, authority, and capabilities that function requires.*

#### Definition

*What is it?*

Role is the concept that establishes which function a Worker performs within The Autonomous Company, and the set of responsibilities, capabilities, and Delegated Authority that function requires to be carried out.

A Worker performs one Role at a time.

#### Semantics

*What does it fundamentally mean?*

Role defines what a Worker is for, not who a Worker is — Identity establishes the latter and is unaffected by Role.

Role is not a description of past performance or current standing; those are governed by Organizational Experience and Status, respectively.

A Worker's Role may change over its lifetime through a defined Reassignment event; the Worker's Identity persists unchanged through any such Reassignment.

#### Purpose

*Why does it exist?*

Role exists to establish, for any Worker, what function it performs, so that Assignment, Delegated Authority, and required Capability can each be evaluated against a known, current function rather than inferred anew for every Worker individually.

#### Objectives

*What is it intended to accomplish?*

Role shall:

- Establish the function a Worker currently performs.
- Define the Capabilities required to perform that function.
- Define the baseline Delegated Authority appropriate to that function.
- Support Reassignment of a Worker to a different Role without affecting Identity.

- Preserve a complete history of Role assignments and Reassignments.

## Composition

*What conceptually constitutes it?*

Role consists of:

- **Role classification** — the specific function, such as Creative, Designer, or Developer.
- **Required Capabilities** — the Capabilities a Worker must hold to perform the Role.
- **Baseline Delegated Authority** — the scope of Delegated Authority ordinarily associated with the Role, prior to any Objective-specific grant or Status-based narrowing.

## Capabilities

*What must it be capable of?*

Role shall be capable of:

- Establishing a Worker's current Role classification at establishment.
- Verifying a Worker holds the Capabilities required by a Role before that Role may be assigned.
- Reassigning a Worker from one Role to another through a defined Reassignment event.
- Invoking Record Event for every Role assignment and Reassignment.

## Behaviors

*How does it behave?*

Role:

- Is assigned to a Worker at establishment, as part of the Worker's initial configuration — not jointly and atomically with Identity the way Lifecycle State is, since a Worker's Identity does not depend on holding any particular Role.
- Remains fixed until an explicit Reassignment event occurs; it does not change as a side effect of Assignment, Status, or any other concept's transitions.
- Is replaced entirely upon Reassignment — a Worker holds exactly one Role classification at a time, never more than one.

- Requires verification that the Worker holds the new Role's required Capabilities before Reassignment may complete; a Reassignment shall fail if this verification fails.

## **Relationships**

*How does it interact with other concepts?*

Role is held by Worker — since a Leader is a Worker holding Leadership Authority rather than a separate entity, per Chapter 22, no additional case applies.

Role determines the baseline Delegated Authority a Worker holds; Status may further narrow that baseline (per Chapter 6) without altering the Role itself.

Role determines which Assignments a Worker is eligible to receive — an Assignment requiring a given Role classification may only be given to a Worker currently holding that Role.

Role depends on Capability to define what it requires, and on Skill and Resource where those further qualify a Worker's fitness for a Role; the full mechanics of that qualification are governed by those chapters.

## **Constraints**

*What boundaries govern it?*

Role shall:

- Hold exactly one classification per Worker at any time.
- Never change except through a defined Reassignment event.
- Never be assigned or reassigned to a Worker that does not hold the required Capabilities.
- Never affect the Worker's Identity, which persists unchanged through any Reassignment.
- Invoke Record Event for every assignment and Reassignment, including the Capabilities verified at the time.

## **Looking Ahead**

The next chapter defines Capability as the shared conceptual property that establishes a specific, checkable competency a Worker holds, gating the Roles and Assignments it may be given.

## Chapter 24 — Capability

*This chapter defines Capability as the shared conceptual property that establishes a specific, checkable competency a Worker holds, gating the Roles and Assignments it may be given.*

### Definition

*What is it?*

Capability is the shared conceptual property that establishes a specific competency a Worker either holds or does not hold, verified whenever a Role, Reassignment, or Assignment requires it.

Capability is binary — a Worker holds a given Capability or does not; this chapter does not define graduated proficiency.

### Semantics

*What does it fundamentally mean?*

Capability is distinct from Role: Role defines the function a Worker performs; Capability defines the specific competencies verified as prerequisites for holding that Role, per Chapter 23.

Capability is mutable, but only through a defined acquisition or loss event governed by Skill, defined in the next chapter — it does not change arbitrarily or as a side effect of any other concept's transition.

Capability is distinct from Resource: holding a Capability means a Worker is competent to perform an activity; it does not guarantee the Worker currently has access to what exercising that Capability requires. That access is governed by Resource, defined after Skill.

### Purpose

*Why does it exist?*

Capability exists to give Role, Assignment, and Reassignment a concrete, checkable basis for verifying whether a Worker is competent to hold a given function or fulfill a given Responsibility, rather than assuming competency by Role classification alone.

### Objectives

*What is it intended to accomplish?*

Capability shall:

- Establish, for any Worker, which specific competencies it currently holds.

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- Be verifiable as a precondition for Role assignment, Reassignment, and any Assignment that requires it.
- Change only through a defined Skill acquisition or loss event.
- Preserve a complete history of every Capability gained or lost.

### Composition

*What conceptually constitutes it?*

Capability consists of:

- **Capability classification** — the specific competency identified (e.g., a defined category of task or domain).
- **Holding Worker** — the Worker this Capability is currently held by.
- **Acquisition reference** — the Skill event through which this Capability was gained.

### Capabilities *(of the Capability concept itself)*

*What must it be capable of?*

Capability shall be capable of:

- Being verified as present or absent for a given Worker upon request from Role, Assignment, or Reassignment.
- Being gained by a Worker only through a defined Skill acquisition event.
- Being lost by a Worker only through a defined Skill loss event.
- Preserving a history of every Capability gained or lost, even after loss.

### Behaviors

*How does it behave?*

Capability:

- Is verified at the moment a Role is assigned, a Reassignment is attempted, or an Assignment requiring it is created; absence causes the requiring action to fail.
- Is gained only through a Skill acquisition event, never as a side effect of any other concept's transition.
- Is lost only through a defined Skill loss event; it does not expire or degrade on its own.
- Is recorded via Record Event at every gain and loss.

## **Relationships**

*How does it interact with other concepts?*

Capability is held by Worker and verified by Role as a precondition for Role assignment and Reassignment, per Chapter 23.

Capability is gained or lost through Skill, defined in the next chapter.

Capability may be required by Assignment, per Chapter 11, as a precondition distinct from Role classification.

Capability is distinct from Resource — holding a Capability does not guarantee access to what exercising it requires.

Every Capability change is preserved through Audit Trail and contributes to Organizational Experience.

## **Constraints**

*What boundaries govern it?*

Capability shall:

- Never change except through a defined Skill acquisition or loss event.
- Never be assumed present for a Worker without explicit verification.
- Never be graduated — a Worker either holds a given Capability or does not.
- Record every gain and loss to the Audit Trail.

## **Looking Ahead**

The next chapter defines Skill as the operational mechanism through which a Worker acquires or loses a Capability.

## Chapter 25 — Skill

*This chapter defines Skill as the operational mechanism through which a Worker gains or loses a Capability.*

### Definition

*What is it?*

Skill is the operational mechanism through which a Worker's Capability is gained or lost, whether through training, configuration, or another qualifying method.

Skill is not itself a subject holding Identity — it is a capability, in the general sense, exercised by or upon a Worker to change what Capabilities that Worker holds, the same way Audit Trail's Record Event is a capability rather than an Identity-holding subject.

### Semantics

*What does it fundamentally mean?*

A Skill acquisition or loss event requires explicit permission within the Delegated Authority of the party initiating it — a Worker does not freely acquire or lose Capabilities on its own initiative; acquisition is either authorized within the Worker's own Delegated Authority or initiated by a Leader or Conceptual Synthesist holding sufficient Delegated Authority over that Worker.

A Skill event produces exactly one outcome: a specific Capability is gained, or a specific Capability is lost, by a specific Worker.

### Purpose

*Why does it exist?*

Skill exists to give Capability a governed mechanism for change — ensuring that what a Worker is competent to do changes only through an authorized, attributable act, never silently or as a side effect of unrelated activity.

### Objectives

*What is it intended to accomplish?*

Skill shall:

- Provide the sole mechanism through which a Capability may be gained or lost.
- Require explicit permission, within Delegated Authority, before an acquisition or loss event may proceed.
- Attribute every acquisition or loss to the Worker whose Delegated Authority authorized it, and the Worker whose Capability changed.

- Preserve a complete history of every Skill event.

## Composition

*What conceptually constitutes it?*

A Skill event consists of:

- **Affected Worker** — the Worker whose Capability changes.
- **Authorizing subject** — the Worker, Leader, or Conceptual Synthesist whose Delegated Authority permitted this event.
- **Resulting Capability change** — the specific Capability gained or lost.
- **Method** — the qualifying method through which the change occurred (training, configuration, or another defined method).

## Capabilities *(of the Skill mechanism itself)*

*What must it be capable of?*

Skill shall be capable of:

- Verifying the authorizing subject holds sufficient Delegated Authority before proceeding.
- Producing exactly one Capability gain or loss per event.
- Refusing to proceed without a valid authorization.
- Recording every event, successful or refused, to the Audit Trail.

## Behaviors

*How does it behave?*

Skill:

- Is invoked either by a Worker acting within its own Delegated Authority, or by a Leader or Conceptual Synthesist acting on a Worker's behalf within sufficient Delegated Authority.
- Verifies authorization before producing any Capability change; an unauthorized attempt fails and produces no change.
- Produces exactly one Capability gain or loss per invocation.
- Is recorded via Record Event at every invocation, whether it results in a successful change or a refusal.

## **Relationships**

*How does it interact with other concepts?*

Skill is the sole mechanism through which Capability, defined in the prior chapter, is gained or lost.

Skill requires Delegated Authority, per Chapter 14, held either by the affected Worker or by a Leader or Conceptual Synthesist acting on its behalf.

Every Skill event is preserved through Audit Trail and contributes to Organizational Experience.

## **Constraints**

*What boundaries govern it?*

Skill shall:

- Never produce a Capability change without a valid, verified authorization.
- Never produce more than one Capability gain or loss per event.
- Never be exercised by a subject lacking sufficient Delegated Authority over the affected Worker.
- Record every invocation, successful or refused, to the Audit Trail.

## **Looking Ahead**

The next chapter defines Resource as the external dependency a Worker must have access to in order to exercise a held Capability

## Chapter 26 — Resource

*This chapter defines Resource as the external dependency a Worker must be authorized to access, and have sufficient Fid to consume, in order to exercise a held Capability.*

### Definition

*What is it?*

A Resource is an external dependency — a model, a tool, an external service, or another qualifying dependency — that a Worker draws upon to exercise a Capability it holds.

Holding a Capability establishes that a Worker is competent to perform an activity; accessing the Resource that activity requires is a separate, additionally gated act.

### Semantics

*What does it fundamentally mean?*

Resource access requires both explicit permission within the accessing Worker's Delegated Authority and sufficient remaining Fid to consume it — authority without budget, or budget without authority, is equally insufficient to permit access.

Resource is not itself an Identity-holding Operational Object; it is a reference a Worker's action is evaluated against, the same way Skill is a mechanism rather than a subject.

Resource consumption is tracked through Fid's existing allocation and consumption mechanism, per Chapter 15 — Resource does not introduce a second economic ledger. Each consumption event is categorized by the specific Resource consumed (a given model, tool, or external service), consistent with the event categories Chapter 17 already established.

### Purpose

*Why does it exist?*

Resource exists to give Capability's exercise a governed, attributable point of contact with the outside world — every model call, tool use, and external-service interaction a Worker makes is authorized, budgeted, and recorded, rather than assumed to be free or automatically permitted by holding the relevant Capability alone.

### Objectives

*What is it intended to accomplish?*

Resource shall:

- Identify the specific external dependency a Capability's exercise requires.
- Require explicit permission within Delegated Authority before access is granted.

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- Require sufficient remaining Fid before consumption is permitted.
- Record every access attempt, granted or refused, and every consumption event, categorized by the specific Resource consumed.

## Composition

*What conceptually constitutes it?*

Resource consists of:

- **Resource classification** — the specific dependency (a given model, tool, or external service).
- **Required Capability** — the Capability whose exercise this Resource supports.
- **Accessing Worker** — the Worker attempting access.
- **Consumption reference** — the Fid consumption event this access produced, where access succeeds.

## Capabilities *(of the Resource concept itself)*

*What must it be capable of?*

Resource shall be capable of:

- Verifying the accessing Worker's Delegated Authority explicitly permits this Resource before granting access.
- Verifying sufficient remaining Fid before permitting consumption.
- Refusing access if either authorization or Fid sufficiency fails.
- Producing a categorized Fid consumption event upon successful access, per Chapter 15.

## Behaviors

*How does it behave?*

Resource:

- Is accessed only when the requesting Worker holds the Capability the access supports, holds Delegated Authority explicitly permitting the specific Resource, and holds sufficient remaining Fid.
- Refuses access and produces no consumption event if any of the three conditions is not met.

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- Produces a Fid consumption event, categorized by Resource classification, upon successful access — per Chapter 15's allocation and consumption mechanism.
- Is recorded via Record Event at every access attempt, granted or refused.

### **Relationships**

*How does it interact with other concepts?*

Resource supports the exercise of Capability, defined two chapters prior, but is distinct from it — holding a Capability does not guarantee Resource access.

Resource access requires Delegated Authority, per Chapter 14, and sufficient Fid, per Chapter 15; consumption is recorded through Fid's existing mechanism, not a separate ledger.

Every Resource access attempt is preserved through Audit Trail, categorized among the execution event types Chapter 17 already established (model selection, token consumption, tool use, external-service use).

### **Constraints**

*What boundaries govern it?*

Resource shall:

- Never be accessed without explicit permission within the accessing Worker's Delegated Authority.
- Never be consumed without sufficient remaining Fid.
- Never be tracked through a mechanism other than Fid's existing allocation and consumption model.
- Record every access attempt, granted or refused, to the Audit Trail.

### **Looking Ahead**

This chapter completes Part VI — Supporting Concepts, and Volume I's full chapter sequence. The appendices — Glossary, Conceptual Model, Dependency Model, and Lifecycle Models — remain to be assembled from the completed chapters.

## APPENDICES

### Glossary

#### Glossary

*This appendix defines every term formally established in this volume, in alphabetical order, for quick reference. Full definitions, including semantics, behaviors, and constraints, appear in each term's dedicated chapter.*

**Administrative Authority** — A named scope of Delegated Authority, held by a Conceptual Synthesist, permitting the establishment of other Conceptual Synthesists, the establishment of Companies, and system-wide configuration.

**Assignment** — The operational object that binds a Team or Worker to a Project, Team, or unit of work, carrying sub-delegated Delegated Authority and Fid, and creating a corresponding Responsibility.

**Audit Trail** — The operational capability that records and permanently preserves every attributable action taken within The Autonomous Company, in chronological order and without alteration.

**Capability** — The shared conceptual property establishing a specific, checkable competency a Worker holds, gating the Roles and Assignments it may be given.

**Company** — The highest-level Organizational Entity, established by a Conceptual Synthesist holding Administrative Authority to receive and pursue delegated Objectives.

**Conceptual Synthesist** — The Human Participant whose actions within The Autonomous Company are attributable through Identity, and who originates, authorizes, and oversees Autonomous Execution.

**Delegated Authority** — The operational object establishing what a Company, Team, Worker, or Conceptual Synthesist is permitted to do, originating from a Conceptual Synthesist and optionally sub-delegated through a chain of holders.

**Deliverable** — The operational object representing a concrete artifact produced by a subject in fulfillment of a Responsibility.

**Fid** — The operational object representing a bounded quantity of funds allocated to a holder of Delegated Authority, to be consumed in pursuit of a specific Objective.

**Founding Act** — The single, non-repeatable event through which the first Conceptual Synthesist is established, exempt from requiring prior Authentication against an existing Identity.

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**Identity** — The shared conceptual property that uniquely establishes and preserves the conceptual existence of a subject throughout its lifecycle.

**Leadership Authority** — A named scope of Delegated Authority, held by a Worker, permitting the establishment of Teams, the creation of Assignments, and coordination of execution within a granted scope.

**Lifecycle State** — The shared conceptual property establishing a subject's current condition: Active, Suspended, Completed, or Retired.

**Objective** — The operational object establishing a specific, fixed purpose delegated by a Conceptual Synthesist to a Company.

**Organizational Accountability** — The shared conceptual property establishing that every attributable action can be traced, without gap, to the Identity responsible for it.

**Organizational Experience** — The operational object holding synthesized patterns derived from Outcome, Deliverable, Status, and Audit Trail history.

**Outcome** — The operational object representing the evaluated result of an Objective's Deliverables against its success criteria, produced by a Conceptual Synthesist.

**Project** — The operational object a Company establishes to pursue a delegated Objective, exactly one per Objective.

**Resource** — An external dependency — a model, tool, or external service — a Worker must be authorized and funded to access in order to exercise a held Capability.

**Responsibility** — The shared conceptual property establishing the obligations a subject is scoped to fulfill within its Delegated Authority.

**Role** — The conceptual property establishing the function a Worker performs and the Capabilities, authority, and responsibilities that function requires.

**Skill** — The operational mechanism through which a Worker's Capability is gained or lost.

**Status** — The shared conceptual property reflecting a subject's current operating standing — Good Standing, Under Review, or Restricted — independent of Lifecycle State.

**Team** — The Organizational Entity that organizes specialized execution, composed of zero or more Workers, assignable to one or more Projects concurrently.

**Worker** — The Organizational Entity that performs delegated Responsibilities, holds a Role, and may spawn additional Workers where authorized.

## Conceptual Model

*This appendix summarizes the structural model established across the volume — the categories of concept it defines and how they relate.*

**Organizational Entities** — perform Autonomous Execution. Company, Team, Worker.

**Operational Objects** — enable and bound Autonomous Execution. Objective, Project, Assignment, Deliverable, Outcome, Delegated Authority, Fid, Organizational Experience, Audit Trail.

**Shared Conceptual Properties** — describe entities and objects; hold no independent existence. Identity, Lifecycle State, Responsibility, Status, Organizational Accountability.

**Human Participants** — originate and oversee Autonomous Execution; do not perform it. Conceptual Synthesist.

**Authority Scopes** — named forms of Delegated Authority held by a Human Participant or Organizational Entity. Administrative Authority, Leadership Authority.

**Supporting Concepts** — govern what a Worker is suited and equipped to do, distinct from what it is obligated (Responsibility) or permitted (Delegated Authority) to do. Role, Capability, Skill, Resource.

The mechanic connecting all categories: every consequential act traces to an originating Conceptual Synthesist through an unbroken chain of Delegated Authority and Fid, sub-delegated at each step, cascading in its revocation, and recorded without exception through Audit Trail — the mechanism that makes Organizational Accountability more than an aspiration.

## Dependency Model

*This appendix documents the dependency relationships among the concepts defined in this volume — which concepts require which others to be established before their own definition is complete. It reflects the actual order in which this volume was constructed, not the reading order presented in the Table of Contents.*

**Foundation layer** — Identity and Lifecycle State are established jointly; neither exists without the other.

**Property layer** — Status and Role depend on Identity and Lifecycle State. Organizational Accountability depends on Audit Trail. Responsibility depends on Delegated Authority, and was therefore drafted after it despite its earlier chapter number.

**Human layer** — Conceptual Synthesist depends on Identity and Lifecycle State, and introduces Authentication, used nowhere else in the volume.

**Authority and economics** — Delegated Authority depends on Conceptual Synthesist as its originating source. Fid depends on Delegated Authority as the grant it accompanies.

**Execution chain** — Objective depends on Conceptual Synthesist and Company. Project depends on Objective, in a fixed one-to-one relationship. Assignment depends on Project, Team or Worker, and Role. Deliverable depends on Responsibility. Outcome depends on Deliverable and is evaluated exclusively by Conceptual Synthesist.

**Reflective layer** — Organizational Experience depends on Outcome, Deliverable, Status, and Audit Trail. Audit Trail is depended upon by nearly every other chapter, yet was itself drafted after Organizational Experience, since neither depends on the other.

**Entities** — Company depends on Conceptual Synthesist and Administrative Authority. Team depends on Assignment. Worker depends on Role and Assignment.

**Authority scopes** — Administrative Authority depends on Conceptual Synthesist and Delegated Authority. Leadership Authority depends on Worker and Delegated Authority.

**Capability chain** — Capability depends on Role. Skill is the sole mechanism through which Capability changes. Resource depends on Capability, Delegated Authority, and Fid.

The rule this graph enforces throughout: no chapter's own commands may reference a concept without at least a settled shape — either a completed chapter, or, during construction, an entry in the Interface Contracts appendix. That appendix is empty in this completed volume because every forward reference was ultimately resolved by a real chapter rather than left stubbed.

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## Interface Contracts

*This appendix defines the minimal external shape of a concept that a Build Specification depends upon but whose full semantic definition has not yet been established in its own chapter — sufficient for dependent Build Specifications to be considered complete without requiring every concept in The Autonomous Company to be fully defined first. This does not relax Chapter 1's requirement that every concept defined within this volume be fully specified before being relied upon; it governs Build Specifications derived from this volume, not the volume's own chapters.*

## Lifecycle Models

*This appendix summarizes the state transitions defined across the volume's Shared Conceptual Properties and the cascading effects that follow from them.*

**Lifecycle State (Chapter 4) — governs every Organizational Entity, Operational Object, and Human Participant.**

Active → Suspended → Active (reversible). Active → Completed → Active (reversible).  
Completed → Retired (terminal — no path out of Retired).

**Status (Chapter 6) — independent of Lifecycle State; meaningful only while a subject is Active.**

Good Standing ↔ Under Review → Restricted → Good Standing or Under Review. Entering Restricted automatically narrows the subject's Delegated Authority; leaving Restricted automatically restores it.

**The cascading retirement chain — the pattern repeated at every level of derivation:**

An Objective's retirement retires its Project, which retires its Assignments, which revokes their sub-delegated Delegated Authority, which reclaims their sub-allocated Fid to its source. The same shape governs Company → Project → Team/Worker → Assignment; Worker → spawned Worker; and Administrative Authority or Leadership Authority → everything established under them. Revoking or retiring the source collapses everything derived from it in the same instant, with the unspent economic remainder always returning to where it came from.

**Responsibility's cycle (Chapter 5) — the one lifecycle with a human decision point built in:**

Assigned → Active → (Delegated Authority narrows) → Suspended → Escalated → Restored (if sufficient authority returns) or Reassigned (a human decision, made by the Conceptual Synthesist or Leader who granted the underlying authority).