

# The Lens We Use

This work is not organized around ideology, identity, or moral alignment. It is organized around outcomes.

Elias Marrow exists to examine what happens in the real world and to ask a simple, often uncomfortable question: What is the most likely reason this outcome occurred? Not the most flattering explanation. Not the most emotionally satisfying one. The most probable one.

We do not begin with belief. We begin with observation. We look at repeated patterns, persistent results, and predictable distributions of harm, benefit, and opportunity. From there, we work backward—through constraints, incentives, proximity, and power—to understand what shaped the choices that produced those outcomes.