

# Founder Operating Principles

## Preserving Optionality

**Purpose.** These principles exist to protect the company's ability to adapt over time. They are not about moving slower — they are about staying *changeable*.

### **1. Speed is not the goal. Optionality is.**

Speed matters only when it does not destroy future options. Reversible decisions should be made quickly; irreversible decisions deserve friction.

### **2. Temporary decisions are treated as temporary.**

Most rigidity comes from "just for now" choices that never get revisited. Temporary decisions require an owner, a review point, and an exit condition.

### **3. Reversibility scales with impact.**

The larger the blast radius of a decision, the slower and more deliberately it is made. Fast paths are reserved for low-cost mistakes.

### **4. Feedback beats confidence.**

We do not wait for certainty. We design for early signals, cheap learning, and visible outcomes. Confidence without feedback is risk, not strength.

### **5. Changing our mind is not failure.**

Course correction is normal. Assumptions expire, plans evolve, and decisions are revised. Early correction is a success condition.

### **6. Constraints protect freedom.**

Unbounded autonomy creates silent lock-in. We constrain architecture, incentives, and commitments to preserve long-term flexibility.

### **7. The core question.**

Before major decisions, we ask: **How cheaply can we change our mind later?** If the answer is "we can't," the decision must be redesigned.

*Our advantage is not that we are always right. It is that we can adapt faster than systems that pretend to be.*