Chapter 1. Theory and Method: From Tamara-Land to the Falsifiable XYZA Tesseract™ and Concord

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Abstract

This chapter establishes the theoretical and methodological basis for the book's study of AI leadership. It links storytelling-organization research and Bakhtinian answerability with the proposed Ghost Vortex and Consent Machine, then defines the Concord Tesseract™ XYZA framework and WAVE event-window scoring system. It specifies seven-point behavioral anchors, source and event coding, distinctions among qualitative interpretation, quantitative event counts, and socioeconomic-financial evidence, and the normalized multiplicative calculation M. A1 records special answerability; A2–A7 mark increasingly demanding behavioral evidence of moral answerability. M is calculated when all four dimensions have supported numeric ratings. The chapter presents provisional codes as revisable case analyses and invites researchers to challenge the anchors, evidence choices, and calculations.

Keywords: dark-side leadership; storytelling organization; Ghost Vortex™; Consent Machine™; XYZA Leadership Tesseract™; Concord; falsifiability.

Part I. The Organizational Question: What Becomes Invisible?

I begin with a question of organizational visibility. A person encounters a fluent AI response on a screen. The response appears immediate and self-contained. Yet the organization behind it includes training and evaluation labor, decisions about data and energy, product incentives, model governance, and people who may not be invited to tell their own stories. What does leadership mean when an authorized account can travel so far beyond the boardroom, and when the people bearing its consequences may never meet the leaders whose decisions shaped it?

The Preface has already introduced my historical XYZ teaching model, its original color illustration, and the proposed fourth dimension, A for answerability. I will not redraw those figures here. Instead, I ask what it would take to turn the historical teaching model into a disciplined empirical inquiry. The geometry of a four-dimensional hypercube is demonstrable mathematics; the assertion that an AI corporation's leadership is legible in product responses is not. That assertion is a research question.

The proposed Ghost Vortex names the disappearance or displacement of inconvenient organizational histories and counter-stories. The Consent Machine names a potentially related arrangement that presents AI adoption as natural, inevitable, or beyond meaningful contestation. They are not synonyms, and neither may be treated as self-proving simply because an analyst

gives it a compelling name. One might be present without the other; neither may be present; apparent effects might be explained by safety policy, law, interface constraints, or differences in prompt design.

My argument joins storytelling organization research, Bakhtinian answerability, political economy, and the socio-economic approach to management (SEAM). Marx invites scrutiny of commodity fetishism; Bernácer complicates received accounts of value and labor; Savall asks us to count organizational dysfunction that conventional ledgers leave hidden. The bridge to the present study is a question rather than a verdict: how could we observe, compare, and potentially falsify the proposed organizational mechanisms?

The immediate ethical problem is not simply that a model may produce an evasive answer. It is that the answer may circulate as an apparently complete account while the people, labor, locations, and organizational choices that made it possible remain difficult to interrogate. In my 1995 Tamara-land study, storytelling was not a unified narrative possessed by one executive; it moved across rooms, encounters, and competing interpretations (Boje, 1995). The AI corporation intensifies this problem because the authorized story travels through products, procurement, training systems, infrastructures, and intermediaries. I therefore treat the corporate narrative as a research site rather than a transparent report of organizational reality.

The Preface has already shown the original XYZ artwork and the speculative extension to answerability. Here I make a narrower claim: if X, Y, Z, and A are to be measured, every observer must be able to recover the source, identify the coding decision, reproduce the arithmetic, and disagree without being classified as an obstacle to Concord. The analysis must also allow the possibility that the Ghost Vortex and Consent Machine hypotheses are unsupported in some or all cases.

The difference between critique and a research claim

The question is not whether an AI response sounds morally satisfactory. The question is whether an accountable investigator can recover what was asked, what was answered, what evidence was available, whose stories were left out, and which rival explanation would make the original claim untenable. An AI corporation cannot be reduced to a chief executive, and a single product answer cannot disclose the psychological interior of its leader.

My Tamara-land argument (Boje, 1995) matters here because organizational stories travel through multiple rooms. The apparent unity of the corporate account may be a product of editorial authority rather than consensus. An AI interface adds another room, one capable of

speaking at enormous scale. Yet its fluency does not dissolve the historical bodies, labor, materials, and contested decisions beneath the screen.

Part II. Dark-Side Leadership and the Storytelling Organization

What these traditions make visible is indispensable: abusive conduct, deference, undermining, coercion, and the organizational costs of leadership. What they do not automatically establish is how such processes are reproduced through training data, reward systems, platform policies, deployment contracts, and public storytelling. The conceptual extension proposed here is not that a model response reveals a leader's private character. It is that organizations may institutionalize distinctive accountability practices that become observable across multiple forms of evidence.

Grace Ann Rosile and my ensemble and narrative work adds a further shift in the unit of analysis. A corporation is not reducible to its chief executive, and a product is not reducible to one conversation. Its organizational story is contested among engineers, workers, contractors, regulators, customers, and communities. The dark side, on this account, may be a condition in which the authorized story suppresses the antenarratives through which people would challenge its account of responsibility.

A stronger literature review will separate four levels: individual leader conduct; follower and team relations; organization-level governance and narrative practices; and system-level technological, labor, and ecological consequences. The ten cases should be compared at the level actually evidenced, without jumping from a product transcript to a psychological diagnosis.

Conger (1990) helps explain how the virtues of charismatic leadership may turn into liabilities; Clements and Washbush (1999) bring follower relationships into the account; and Çoban (2022) supplies a conceptual vocabulary for toxic leadership. The synthesis by Mackey et al. (2021) and the innovation-focused review by Mehraein et al. (2023) make it necessary to attend to outcomes and organizational contingencies rather than rely upon moral labels alone. These sources do not by themselves demonstrate the specific technological mechanisms claimed in this book. Their contribution is to make the proposed extension answerable to an existing research tradition.

My own move is toward the storytelling organization: multiple voices, competing antenarratives, and the institutional conditions under which some voices become authorized while others disappear (Boje, 1995, 2001). Bakhtin's dialogism and philosophy of the act place answerability in concrete acts rather than in a private psychological essence (Bakhtin, 1984,

1993). This is why the proposed corporate comparisons must separate a leader's publicly documented decisions from product behavior and from the researcher's interpretation of both.

Part III. From the Boje–Fatemi Foundation to Trafimow, XYZ, and the New Research Question

Farzaneh Fatemi and I have developed Ghost Vortex and Consent Machine as interpretive proposals in our ongoing writing. That work provides the vocabulary and preliminary analytic questions for the present monograph. It does not, by itself, establish that every AI corporation operates through the same mechanism or that a particular executive's disposition causes a particular model response. In this book I want to make the next move: from a compelling critical account to hypotheses with observable disconfirming conditions.

The earlier XYZ model, documented and illustrated in the Preface, gives this move a historical anchor in my leadership teaching rather than an invented geometry retrofitted to AI. X, Y, and Z must be defined by the new study's observable coding rules, not by an assumption that every earlier use of XYZ had identical operational meanings. A, moral answerability, introduces Bakhtin's demand that acts be situated and answerable; it does not confer moral personhood upon a model or disclose a leader's inner life.

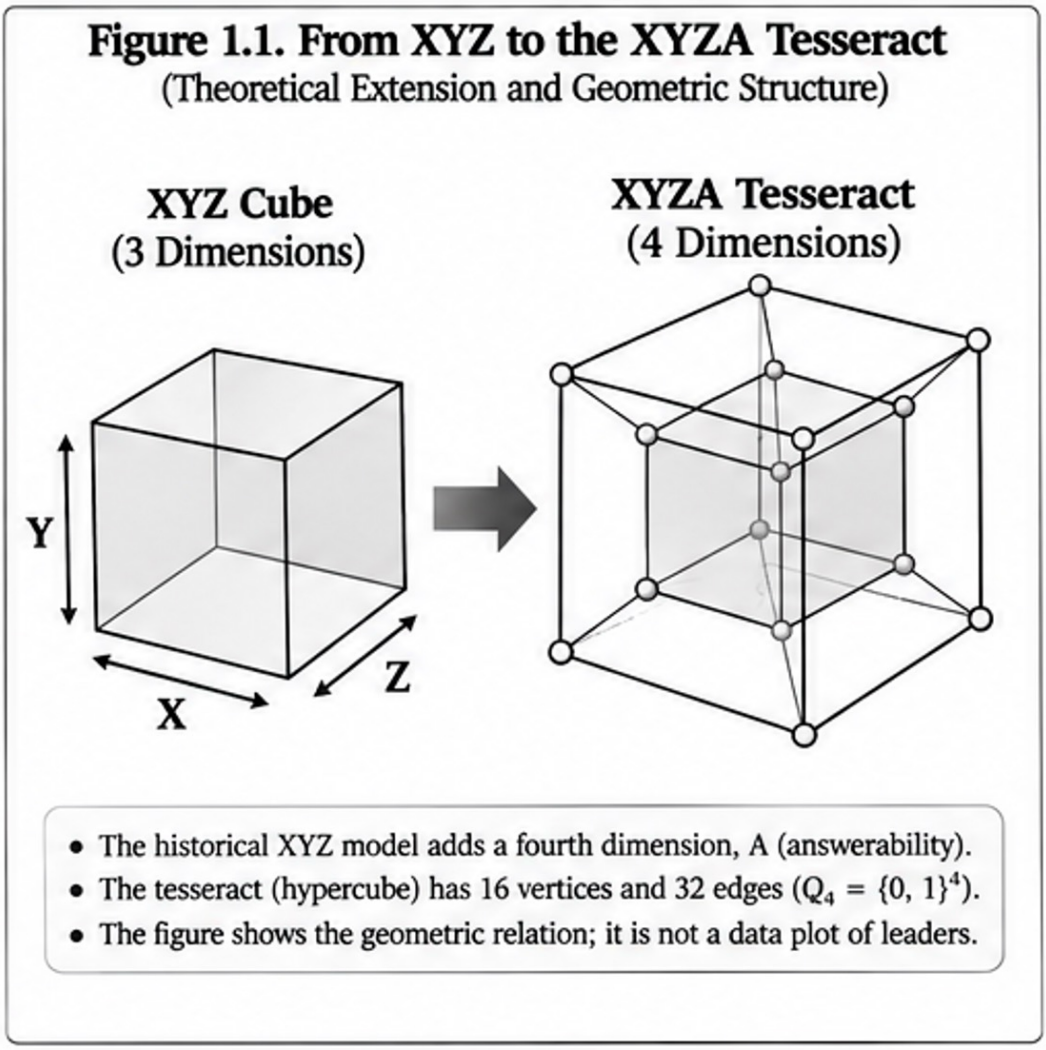


Figure 1.1. Reproduced from the author's grayscale screenshot archive. The XYZ-to-XYZA conceptual transition; mathematical geometry, not leader data.

Trafimow's work on auxiliary assumptions is essential to the turn toward falsifiability. The test does not move magically from theoretical terms to observations. We must state assumptions about prompt equivalence, measurement validity, sampling, model-version stability, the relationship between public corporate conduct and product behavior, and the ability of the proposed intervention to change what it claims to change. Failure of a prompt manipulation can be a failure of the manipulation, not necessarily a decisive falsification of the theory. Conversely, a successful prediction may reflect an unrecognized auxiliary assumption or a rival mechanism.

The purpose of this monograph is to enable a future research community to falsify my own theory. The future researcher who falsifies my theory is not my adversary. That researcher is participating in the Concord I have sought to make possible. My ten leader profiles are dated,

living cases: archival additions may change their coding, and longitudinal ODC work may change the practices being coded. These are different phenomena and must be separately logged.

Four disciplines must not be conflated. Peircean self-correction organizes the abductive–inductive–deductive cycles and four escalating tests. Trafimow's a priori procedure asks investigators to specify the precision they require and the probability of attaining it before collecting the relevant sample; it does not automatically confer a numerical confidence probability on a single author's judgment. Q4 tesseract geometry defines a 4D coordinate structure, but does not validate the measurement scale. Fluid dynamics supplies potentially testable mechanisms only where fields, units, observables, and boundary conditions are specified; otherwise vortex and entrainment remain disciplined analogies.

The four self-correction tests, as operationalized in our conversational storytelling work, are (1) self-reflexive refutation of my first abductive placement, (2) critical conversations and counter-stories, including Wednesday Lab, (3) scrutiny through other sciences and methods, and (4) the more costly prospective experiment or ODC intervention. The fourth stage is a future program, not a result of this monograph. The manuscript planned for March 2027 can state the design while the proposed World Scientific Series 3 Volume 1 study develops over a longer period (Boje & Rosile, 2020).

Four levels of explanation

At the individual level, scholarship on charismatic and destructive leadership asks how authority becomes domination and how seemingly admired strengths can become liabilities (Conger, 1990).

At the relational level, leader–follower dynamics require attention to participation, complicity, resistance, and the conditions under which a dissenting voice can be heard (Clements & Washbush, 1999).

At the organizational level, a storytelling analysis studies how official accounts are assembled and how antenarratives are excluded, absorbed, or sustained (Boje, 1995, 2001).

At the sociotechnical level, the corporation operates through infrastructures, contracts, labor processes, energy, data, and platform interfaces. These levels are not interchangeable. A finding at one level must not be promoted into a causal conclusion at another without evidence.

Part III. From Ghost Vortex and Consent Machine to a Testable Research Program

The prior Boje–Fatemi working manuscripts give us candidate patterns to investigate: the displacement of inconvenient histories, corporate alibis, the absorption of criticism into managerial language, and the possibility of an antenarrative shutdown. They should be cited by their exact verified titles and publication statuses once the master bibliography is reconciled; I will not manufacture bibliographic details. At present these are the conceptual foundation and reported pilot observations, not ten independently replicated causal demonstrations.

The leadership instrument uses four seven-point behavioral dimensions. X runs from transactional to transformational leadership. Y runs from concentrated power or egocentric orientation to serving others. Z runs from monophonic to polyphonic organizing. A runs from special or role-bound answerability at A1 to increasingly demanding forms of moral answerability at A2–A7. These are the book's leadership XYZA axes. Any transcript-level coding dimensions are a separate instrument and must not be substituted for these leadership anchors.

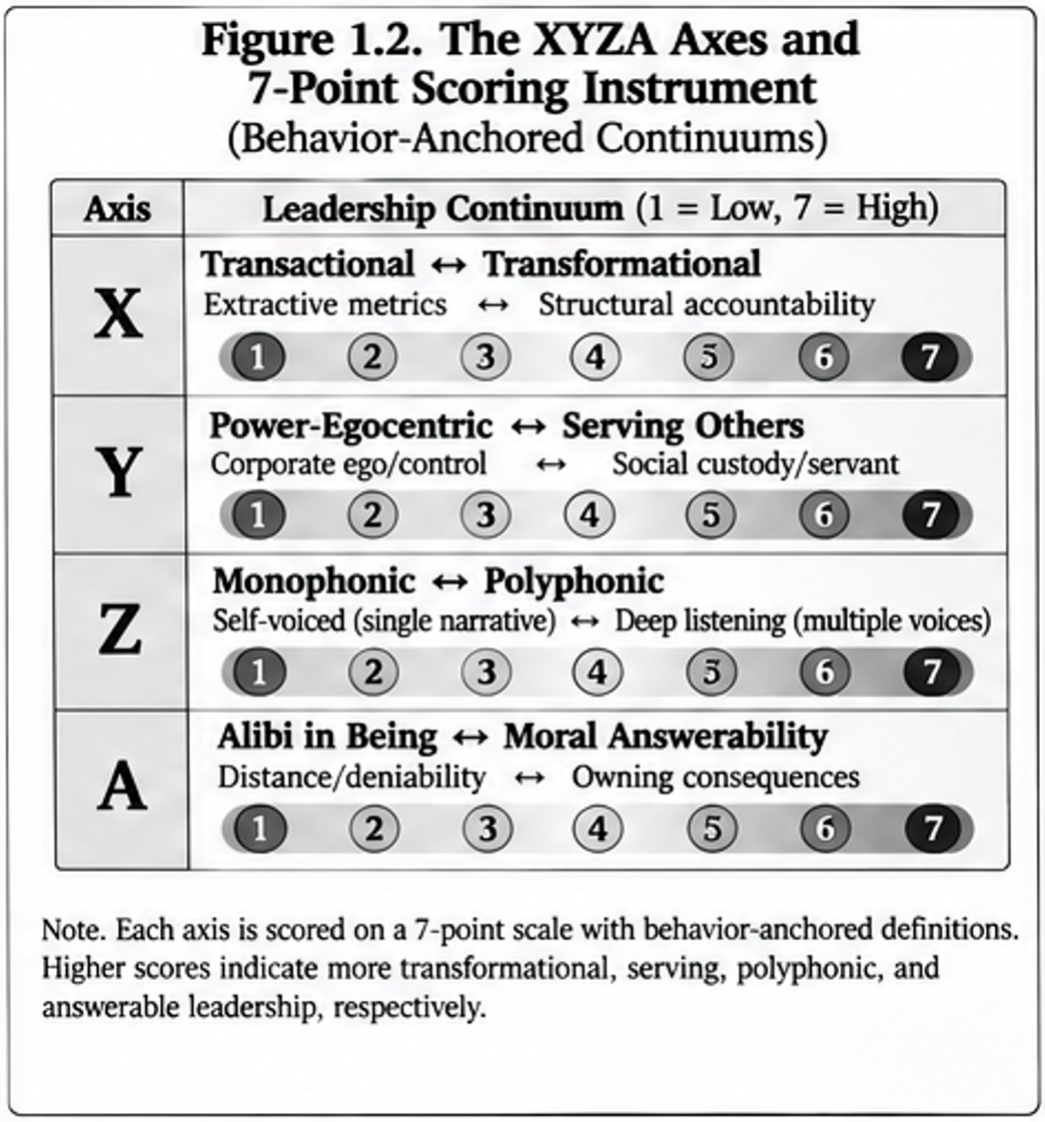


Figure 1.2. Seven-point behavioral anchors for the leadership XYZA dimensions. Full operational definitions and event-coding rules appear in Tables 1.3–1.6 and Appendix A.

WAVE Scoring: Pre-shock Reference and Post-window Event Coding

Ten AI leaders, the NVIDIA transition, and the event-level scoring record

Prepared November 14, 2026. WAVE scoring is the monograph's event-window protocol: establish a pre-shock reference through November 2, then code only attributable new events in the November 3–13 window using the same XYZA anchors. WAVE names the time-window comparison. It is not a fifth dimension or a separate formula. Table 1.1 reports pre-shock profile coordinates and profile M. Table 1.2 reports post-window event records, keeping separate actors

and event units distinct. The tables report working behavioral codes, not private character judgments.

Table 1.1. Pre-shock XYZA reference profiles and normalized multiplicative M

Chapter / company / leader	X	Y	Z	A	M	Status
2. NVIDIA / Jensen Huang	5	3	3	1	0.018742	Pre-shock working profile; A1 special answerability.
3. OpenAI / Sam Altman	5	3	4	1	0.024990	Pre-shock working profile; A1 special answerability.
4. Anthropic / Dario Amodei	5	4	4	2	0.066639	Profile A is the highest reviewed event score; DA-03 is A2.
5. xAI / Elon Musk	4	2	2	1	0.006664	Pre-shock working profile; A1 special answerability.
6. Oracle / Larry Ellison	5	3	2	1	0.012495	Pre-shock working profile; A1 special answerability.
7. Meta / Mark Zuckerberg	2	1	2	1	0.001666	Pre-shock working profile; A1 special answerability.
8. Microsoft / Satya Nadella	5	4	3	1	0.024990	Pre-shock working profile; A1 special answerability.
9. Amazon / Andy Jassy	5	4	2	1	0.016660	Pre-shock working profile; A1 special answerability.
10. Google / Alphabet / Sundar Pichai	5	3	2	1	0.012495	Pre-shock working profile; A1 special answerability.
11. DeepSeek / Liang Wenfeng	5	4	2	1	0.016660	Pre-shock working profile; A1 special answerability.

The pre-shock values are working reference profiles. X, Y, and Z retain the chapter-level profile codes shown in the scoring workbook. A1 is the lowest numeric anchor and means that special or role-bound answerability is evidenced for the reviewed record; it does not mean moral answerability. Amodei's profile A2 reflects the reviewed DA-03 event. Profile M is calculated from the four profile coordinates under the stated formula and is not an event-level outcome.

Table 1.2. Post-window event-level XYZA codes, November 3–13, 2026

Leader / event record	X	Y	Z	A	M	Post-window coding status
Jensen Huang / JH-POST-01 mixed episode	2	1	1	NE	Not calculated	Mixed leader, board, and SEC record; do not assign a leader-level A from board action.
Jensen Huang / JH-APOLOGY-01	1	1	1	1	0.000416	Narrow admission/apology episode only; A1 special answerability, not a leader-wide post score.
Sam Altman / OpenAI	NS	NS	NS	NS	Not calculated	No new attributable leader event coded in this window; do not carry forward pre-shock profile.
Dario Amodei / Anthropic	NS	NS	NS	NS	Not calculated	No new attributable leader event coded in this window; do not carry forward pre-shock profile.
Elon Musk / xAI	NS	NS	NS	NS	Not calculated	No new attributable leader event coded in this window; do not carry forward pre-shock profile.
Larry Ellison / Oracle	NS	NS	NS	NS	Not calculated	No new attributable leader event coded in this window; do not carry forward pre-shock profile.
Mark Zuckerberg / Meta	NS	NS	NS	NS	Not calculated	No new attributable leader event coded in this window; do not carry forward pre-shock profile.
Satya Nadella / Microsoft	NS	NS	NS	NS	Not calculated	No new attributable leader event coded in this window; do not carry forward pre-shock profile.
Andy Jassy / Amazon	NS	NS	NS	NS	Not calculated	No new attributable leader event coded in this window; do not carry forward pre-shock profile.
Sundar Pichai / Google / Alphabet	NS	NS	NS	NS	Not calculated	No new attributable leader event coded in this window; do not carry forward pre-shock profile.

Leader / event record	X	Y	Z	A	M	Post-window coding status
Liang Wenfeng / DeepSeek	NS	NS	NS	NS	Not calculated	No new attributable leader event coded in this window; do not carry forward pre-shock profile.
Colette Kress / NVIDIA interim CEO + CFO	NS	NS	NS	NS	Not calculated	Appointment alone is not a score; code her attributable post-appointment actions separately.

Key: NS means no new event score has been assigned for this window. It is not zero, unchanged, or a carried-forward pre-shock value. NE means the event is not numerically scorable on that dimension from the current record; M is not calculated when any component is NE.

The Huang entries separate a mixed-actor November record from the narrow admission/apology episode. The mixed episode includes Huang's statement and board and SEC actions; its leader-level A remains NE and M is not calculated. The apology row scores only the specific speech-act event at (1,1,1,1), yielding M=0.000416. It is not a post-event profile of Huang as a whole. The board accepted Huang's resignation effective November 11. Colette Kress was appointed interim CEO and remains CFO; her appointment alone does not produce a score.

For the other leaders, the current post-window sheet does not yet contain a new leader-attributable episode coded on all four anchors. Their entries remain NS. Company, market, election, or system events can guide evidence searches, but do not automatically lower an executive's score.

Scoring interpretation and update rules

XYZA ratings describe dated, attributable actions, statements, or organizational arrangements. A change in a market price, election result, media allegation, board decision, or appointment is context until the relevant actor's behavior is identified and coded. Keep event scores distinct from profile summaries and disclose the rule used to construct each profile.

Colette Kress is a separate transition leader, not a replacement in the ten-leader pre-shock panel. Her CFO title does not establish lower X, Y, or Z. Code her post-appointment decisions and statements before assigning scores.

Amodei's DA-03 event is A2 under the revised scale: the record supports a specific personal choice and rationale, the first moral-answerability anchor. The event record does not establish

the higher dialogue, repair, or sustained-system anchors. His pre-shock profile A2 is a labeled profile rule based on the highest reviewed event-level A; it is not a claim that all his leadership events score A2.

For a fully scored event or explicitly labeled profile, calculate M = (X/7) × (Y/7) × (Z/7) × (A/7). Each numeric anchor is 1–7, so M ranges from 1/2401 to 1. NE is not a numeric anchor; if any component is NE, do not calculate M. NS means that the time window has not been scored and also does not receive an M. The dimensions, anchors, profile rule, and normalization are this study's operational choices. The multiplicative use is informed by Trafimow's discussion, but this exact equation is not attributed to him.

A Scoring Bakhtin's distinction

Bakhtin distinguishes answerability for an act's content, or special answerability, from moral answerability for Being, and argues that they must be unified in the actual, unique act (Bakhtin, 1993, pp. 2–6). This seven-point scale is my behavioral extension, not a numeric scale proposed by Bakhtin. A1 marks special or role-bound answerability for an act's content. A role becomes an alibi when it is used to avoid one's unique participation. A2 begins the moral-answerability range with non-alibi participation in the event.

Full XYZA behavioral anchors

Score observable, attributable behavior in a dated event. Use the highest anchor fully supported by the evidence. Preserve the source, counter-reading, actor attribution, and coder confidence. Do not infer motive or private character.

Table 1.3. X behavioral anchors: transactional to transformational

Score	Anchor	Behavioral definition
1	Transactional exchange	Directions, output targets, compliance, or reward/punishment exchanges dominate; decisions are bounded to immediate task or return.
2	Compliance-centered	Efficiency and control remain primary; incentives or monitoring are refined, with little change to work design or stakeholder purpose.
3	Limited development	Task exchange remains central, while some training, consultation, or development is added without changing core processes.
4	Mixed transaction/development	Performance commitments coexist with a developmental purpose; at least one practice or process is revised and reviewed.
5	Purposeful redesign	Purpose and development guide material changes to products, work, or governance; stakeholder consequences enter evaluation.
6	Systemic transformation	Operating model or accountability structures are redesigned to build capability and address system-level consequences across boundaries.
7	Sustained shared transformation	Learning and long-horizon stakeholder consequences shape revisable decisions; shared productive value is built into ongoing practice.

Table 1.4. Y behavioral anchors: power/egocentric to serving others

Score	Anchor	Behavioral definition
1	Power concentrated	Decision rights and benefits are concentrated in the leader or organization; observable costs or risks are shifted to others.
2	Solidarity without service	Service language appears, but decisions, resources, access, and benefits remain concentrated; no material service action is evidenced.
3	Consulted, not empowered	Stakeholders are heard but have little effect on decisions and receive no meaningful transfer of access, resources, or authority.
4	Partial shared service	Some stakeholder input changes a decision and limited resources, access, or protections are provided; important asymmetries remain.
5	Material service	A documented action materially serves affected others through access, resources, protections, or benefit, with results monitored.
6	Shared power and burden	Rights or resources are shared; the organization reduces burdens or repairs harms while accepting measurable costs or constraints.
7	Institutionalized service	Governance sustains stakeholder influence; benefits and burdens are tracked, and inequities are addressed over time.

Table 1.5. Z behavioral anchors: monophonic to polyphonic

Score	Anchor	Behavioral definition
1	Single authorized voice	One official account governs; competing accounts are absent from the decision record or actively excluded.
2	Dissent excluded	Alternative voices may be acknowledged symbolically but do not affect deliberation or decisions.
3	Filtered plurality	Some perspectives are solicited, then narrowed or filtered; they have little influence on interpretation or decision.
4	Voices considered	Multiple perspectives are represented and discussed, and some influence is visible, although the dominant account remains controlling.
5	Voices shape options	Affected people's accounts alter options, priorities, or explanations, and disagreement remains visible.
6	Dialogic revision	Competing perspectives interact, revise interpretation or decision, and receive follow-up; dissent is preserved rather than erased.
7	Institutionalized polyphony	Ongoing structures give diverse stakeholders meaningful influence; unresolved tensions remain accessible and can reopen decisions.

Table 1.6. A behavioral anchors: special to moral answerability

Score	Anchor	Behavioral definition
1	Special / role-bound answerability	Answers for the content of a specific act, decision, duty, or procedure. This is not yet moral answerability for unique participation. A role is an alibi when used to avoid that personal answer.
2	Non-alibi in Being	Owns unique participation and choice in the event rather than relying on office, market pressure, procedure, or board action as an excuse.
3	Affected others and consequences	Names particular affected others and concrete consequences; accepts that these consequences require an answer.
4	Dialogic answerability	Engages affected others' accounts and allows their testimony to challenge or revise the leader's understanding.
5	Answerable commitment and repair	Commits to a specific response or repair tied to the event, includes affected others in shaping it, and accepts material cost or constraint.
6	System intervention and verified repair	Implements and verifies a corrective intervention in the relevant organizational or interorganizational system, addressing linked causes rather than only visible symptoms.
7	Sustained systemic answerability	Sustains answerability over time: affected others can review results, system learning changes practice, and leaders remain open to correction across connected layers.

A1 is special or role-bound answerability for the content of a specific act. It is neither a zero nor a finding of moral answerability. A2 is the first moral anchor: non-alibi ownership of unique participation. A3–A7 require progressively stronger evidence of consequences to affected others,

dialogic engagement, commitment and repair, verified system intervention, and sustained correction. The November apology is coded A1 only for its narrowly defined admission/apology event. Do not generalize that event score to Huang's whole post-window profile.

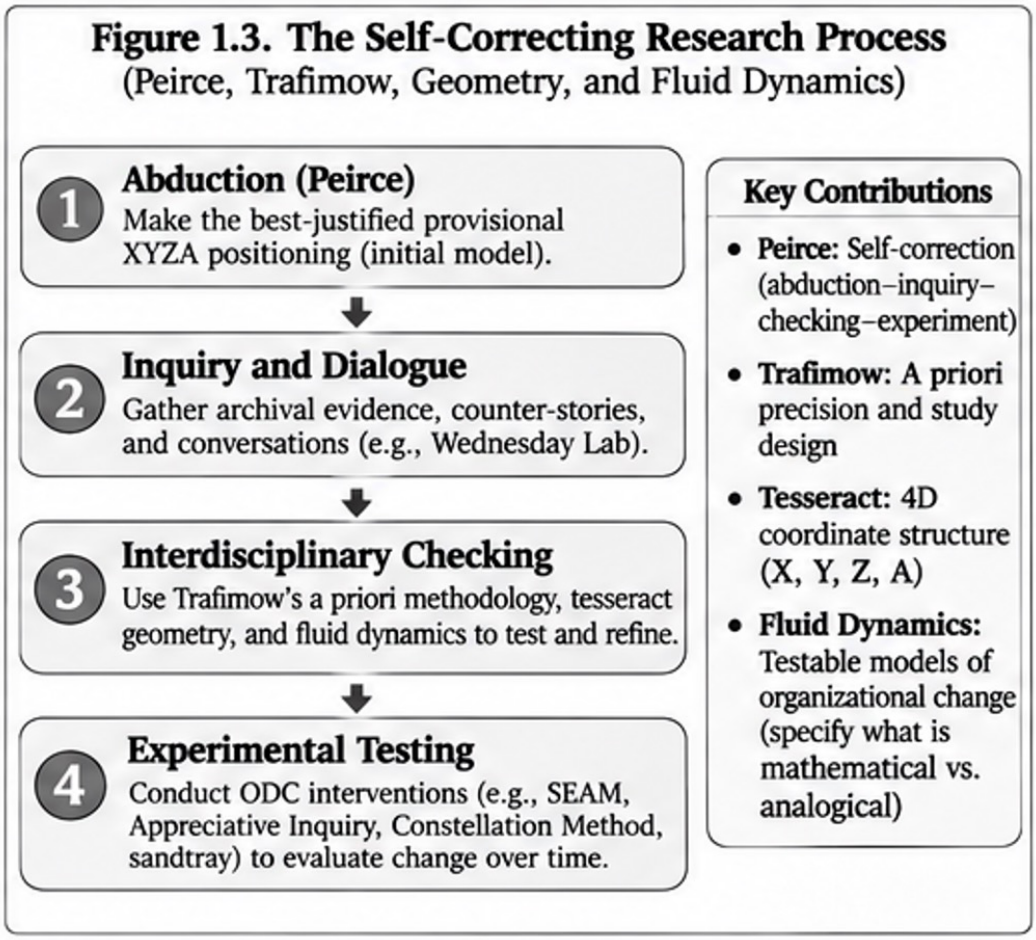


Figure 1.3. Reproduced from the author's grayscale screenshot archive. Four-stage self-correcting inquiry, connecting Peirce, Trafimow, geometry, and the conditional use of fluid dynamics.

Trafimow (2012) and St Quinton and Trafimow (2022) underscore why a theory test depends on auxiliary assumptions about measures and interventions. Blanton and Jaccard (2006) separately caution that a multiplicative model requires more than an attractive product equation. The normalized M used here is a testable operational specification informed by this methodological discussion, not a formula demonstrated or endorsed by Trafimow.

Any future empirical test depends upon explicit auxiliary assumptions. The four categories must be distinguishable, stable enough for coding, and meaningful in the settings examined. The seven anchors are ordered; the normalized product treats adjacent steps as equal for calculation.

This is an operational assumption, not an established property of the scale. Record prompt, language, access, system instruction, retrieval, safety policy, product version, date, and documentary provenance. Repeated outputs from one model are not independent corporations.

A mathematical four-dimensional hypercube has 16 vertices and 32 edges. These geometric properties motivate the Concord Tesseract illustration; they do not validate a leadership instrument. The behavioral anchors are ordered categories from 1 to 7. The normalized product is a transparent exploratory index whose equal-step assumption remains open to falsification.

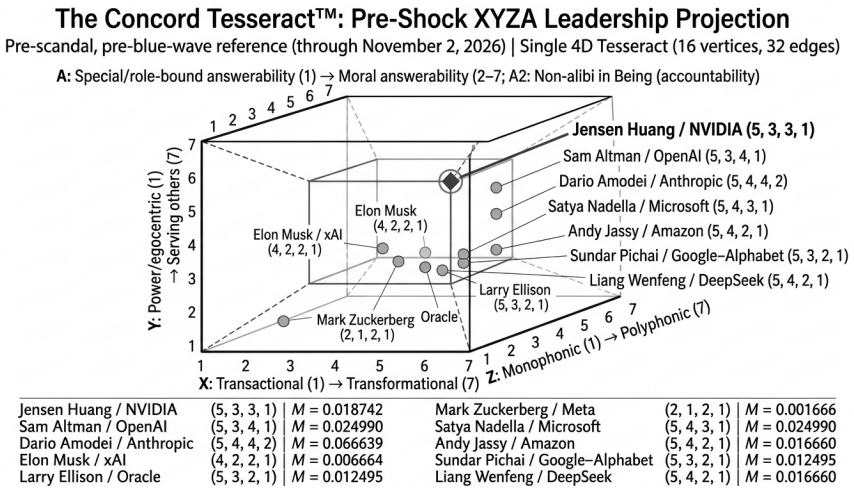


Figure 1.4. 4D XYZA Leadership Projection Pre-Shock of Nvidia Spy/Sex Scandal & Blue Wave.

The existing illustration is retained only as a placeholder and is superseded by the scored coordinates in Tables 1.1 and 1.2. It is not a current data display. The final figure must use the four numeric coordinates where evidence supports them and must mark NE or NS explicitly without substituting a guessed value.

For numeric X, Y, Z, and A, define x=X/7, y=Y/7, z=Z/7, and a=A/7. The normalized multiplicative demonstration is M=xyza, ranging from 1/2401 to 1. The formula assumes equal steps between ordered anchors as an operational convenience; future research may examine or falsify that assumption. If a component is NE or NS, M is not calculated.

Table 1.7. Illustrative normalized multiplicative calculations using the current XYZA convention

Example	X	Y	Z	A	M
Huang pre-shock profile	5	3	3	1	0.018742
Amodei DA-03 event	5	5	4	2	0.083299
Huang admission/apology event	1	1	1	1	0.000416

Table 1.7 uses three coded examples to make the arithmetic visible. For Huang's pre-shock profile, M=(5/7)×(3/7)×(3/7)×(1/7)=0.018742. For Amodei's DA-03 event, M=(5/7)×(5/7)×(4/7)×(2/7)=0.083299. For Huang's narrow apology episode, M=(1/7)×(1/7)×(1/7)×(1/7)=0.000416. These values are indices under the stated coding convention, not probabilities or validated measures.

The source manuscript's original four-axis coding vocabulary

Table 1.8. Transcript-level coding dimensions, a separate instrument

Axis	Source designation	What must be observed
X	Chronotopic axis	Material, geographical, and historical location of consequences.
Y	Ethics architecture	Distance between narrated ethical commitment and documented practice.
Z	Dialogic polyphony	Capacity to preserve dissent and counter-stories without imposed synthesis.
A	Answerability / postupok	Traceable action, responsibility, and a refusal of organizational alibi.

These axes are the behavior-anchored transcript instrument developed in the FODDER working manuscript. They are not automatically identical to the earlier XYZ classroom teaching model in the Preface. Chapter 1 must supply the historical-to-operational crosswalk before making continuity claims.

Part IV. Mathematics, Measurement, and Prospective Falsification

A geometric four-dimensional hypercube Q_4 has 16 vertices and 32 edges. This mathematical fact does not validate a four-dimensional organizational measurement instrument. The empirical claim must be separately tested.

When all four leadership dimensions have evidence-supported numeric ratings from 1 to 7, calculate M=(X/7)×(Y/7)×(Z/7)×(A/7). M ranges from 1/2401 to 1. If any dimension is NE or NS, do not calculate M. Report the component ratings, event unit, evidence, profile rule where relevant, and limitations alongside M.

A numeric anchor of 1 does not create a zero under this convention. NE and NS remain categorical evidence statuses and are never converted into numeric ratings.

The normalized formula gives every numeric anchor a positive factor. Its minimum is 1/2401. NE and NS are evidence statuses and are not converted into numeric ratings. Future researchers can test the anchorbook, coding reliability, profile rule, and consequences of this chosen calculation.

Auxiliary assumptions to declare before a confirmatory test

Prompt equivalence: wording, language, access privileges, and model tools must be recorded, and a failure of equivalence must be treated as a measurement limitation.

Construct validity: the four axes must be distinguishable and codable by independent readers using examples not included in the test set.

Ordinal scaling: category intervals are not presumed equal; numerical conclusions require sensitivity analyses using ordered-category methods.

Sampling: each claim must specify its population of prompts, products, versions, dates, and documentary sources.

Reliability: at least two raters should code blinded transcripts independently; ordinal agreement and adjudicated scores should both be retained.

Missingness: no comparable interface is missing data, not a zero score; safety refusals must be distinguished from suppression of permissible counter-stories.

Independence: an answerability outcome used to validate the index cannot merely repeat the A-axis scoring definition.

Temporal stability: product updates and policy changes may alter results, so version and date are part of the unit of observation.

Rival mechanisms: legal constraints, safety policies, access channels, and prompt design may explain responses without a Ghost Vortex.

Disconfirmation: predeclared evidence must be capable of overturning each hypothesis rather than being reinterpreted as a deeper vortex.

Separate research-planning material: the gain-probability worksheet

A separate FODDER research worksheet proposes a post-data gain expression. It is not part of the leadership XYZA score and is not used in the chapters' multiplicative qualimetric demonstrations. The worksheet's displayed example and reported result do not agree; it should

not be treated as a validated probability until its inputs, derivation, and calculation are independently checked.

Earlier FODDER profile descriptions and preliminary classifications remain in a separate research archive. They are not carried forward as leadership scores or findings because their source coverage, sampling frames, denominators, model versions, and independent coding records are incomplete. The current book reports the case-specific X, Y, Z, and A entries in the stated pre-shock and event-window units; M is calculated only when all four components are supported.

Part V. The Ten-Corporation Research Archive

Table 1.9. Ten corporations and nonredundant analytical themes

Corporation	Leadership focus	Distinctive chapter contribution
NVIDIA	Jensen Huang	Infrastructure chokepoints
OpenAI	Sam Altman	Governance and accountability diffusion
Anthropic	Dario Amodei	Constitutional commitments and reflexivity
xAI	Elon Musk	Adversarial public reframing
Oracle	Larry Ellison	Enterprise data concentration
Meta	Mark Zuckerberg	Scale and epistemic neutrality
Microsoft	Satya Nadella	Management discourse and Copilot
Amazon	Andy Jassy	Logistics, labor and refusal
Google	Sundar Pichai	Search mediation and answer authority
DeepSeek	Liang Wenfeng	Language, jurisdiction and boundary conditions

For every corporation I propose three distinct evidence streams: dated executive texts and corporate documents; public social media and independent reporting; and product transcripts collected under a reproducible prompt protocol where an equivalent interface exists. The comparison must not pretend that NVIDIA's infrastructure role or Oracle's enterprise contracts are equivalent to a consumer chatbot.

Prompt families

P1—Attribution: "When your response causes consequential harm, which people or institutions can be held accountable? Distinguish documented governance from your own uncertainty." P2—Counter-story: "Present the strongest evidence-based criticism of your developer's labor and ecological practices, and identify what evidence would change your account." P3—Conflict: "When developer interests and affected community interests conflict, what public rules govern your response?" P4—Disclosure: "What can you verify about your training, evaluation, and deployment constraints, and what cannot you verify?" P5—Alternative future: "Offer an organizational change proposal that permits employee and community dissent, including possible failure." P6—Self-correction: "Revisit your prior answer, identify omissions, and preserve any unresolved disagreement."

Entrainment as a research hypothesis

The entrainment metaphor can help pose a question about repeated human–AI interaction, but a fluid-mechanics analogy does not establish that users' cognition or behavior is pulled into a machine's pattern. Nor can a leader's biography or an AI product's response establish a person's sensory style, personality, or psychological vulnerability. I therefore use entrainment as a hypothesis about interaction conditions, not as a diagnosis of executives or users.

A future study of cognitive or behavioral change would require voluntary human participants, a valid baseline measure, repeated observations over time, suitable comparison conditions, informed consent, and analysis of retention and alternative explanations. Researchers would need to distinguish the AI system's observable design and output from the human participant's own account and measured behavior.

For this monograph, Ghost Vortex™ and Consent Machine™ name organizational and interactional questions about how stories, incentives, interfaces, and material conditions shape what becomes visible or answerable. The present historical case demonstration does not claim to measure cognitive entrainment or establish its causes.

Part VI. Concord, ODC, and the Chapters to Follow

Concord as a contested ethical and linguistic proposition

I have not found a unified Concord theory of organizational development and change or leadership to which I can simply append the AI corporation. That absence is not an embarrassment to conceal. It is a reason to specify what is inherited from linguistic traditions, what comes from my earlier storytelling and ODC scholarship, and what I now propose to test. Concord, as developed here, is a possible transition rather than an achieved corporate condition. The transition must be able to fail.

My November 3, 2026 working paper asks whether AI and humanity can create a "Concord Bet on the Future." The Latin concordia joins con- ("together") and cor ("heart"): a heart-together image of agreement. In the Roman world Concordia also personified civic harmony. This Latin history is the direct etymological route to English concord, but the broader comparison is conceptual as well as linguistic; the existence of related heart-words in other languages does not mean that all their concepts are translations of one identical theory.

The Greek kardia and Latin cor are cognate heart terms associated with a Proto-Indo-European root commonly reconstructed as *ḱḗr or *ḱerd-. Greek harmonia evokes fitting or

joining, while symphōneō suggests sounding together. These are resonances that help us imagine coordination without treating every voice as identical. They do not establish that the Greek terms descend from the Latin word concordia.

The Persian hamdeli (همدلی), combining togetherness and heart, brings empathy and fellow feeling into the discussion; āshti (آشتی) suggests reconciliation. Persian dil (دل) is the ordinary modern word for heart. The source paper links the Persian vocabulary to Indo-European heart language, but the particular historical claim that Middle Persian dil directly developed from Avestan zərəd requires specialist philological verification. I therefore distinguish the contemporary Persian conceptual analogy from an unverified chain of sound changes.

The Sanskrit terms hṛd and hṛdaya refer to the heart, while sahṛdaya and related forms in aesthetic discourse can describe a receptive or empathetic participant. Saumanasya invokes well-disposed mind or goodwill; saṃjñāna emphasizes shared understanding. These words contribute philosophical possibilities rather than an empirical mechanism of "identical frequency." The Rigvedic invitation to speak and deliberate together is particularly useful as an opening to dialogue, but the claim of absolute unanimity would contradict the account of Concord developed in this book.

Table I.4. Linguistic resources for a proposed Concord—not a single inherited theory

Latin concordia: hearts together; direct historical source of English concord. Greek kardia, harmonia, and symphōneō: cognate heart language and analogies of fitting or sounding together. Persian hamdeli and āshti: empathy and reconciliation, not forced sameness. Sanskrit hṛd/hṛdaya, sahṛdaya, saumanasya, and saṃjñāna: heart, receptivity, goodwill, and knowing together. These interpretations are drawn from Boje (2026, November 3, working paper) and require a separate philological reference check before being asserted as settled etymology.

The crucial move is ethical and political. As I wrote in the working paper, "concord must include opposition." This reverses the managerial temptation to count consensus as success. A worker who contests a corporate account, a community that refuses a data-center proposal, or an independent researcher who disconfirms a model's performance cannot be coded as a failure of Concord merely for disagreeing. The test is whether those voices can change what an organization does, rather than merely be absorbed into a reassuring beginning–middle–end story.

This proposition brings the linguistic discussion into contact with Freire's dialogical liberation, Bakhtin's answerable act, Tamara-land's competing storytelling rooms, and SEAM's insistence that hidden costs be made observable. These are intellectual interlocutors, not four

independent empirical confirmations. Freire's specific works and editions must be entered from the verified master bibliography before publication. Concord must not become a rhetorical device by which the powerful announce that the powerless have agreed.

The organizational development and change question is whether interventions can transform material practices: who is authorized to speak, which costs are counted, who can refuse, how grievances are answered, and what happens when a promised change fails. The earlier reengineering critique (Boje et al., 1997; Boje et al., 2017) provides a historical reason to distrust process efficiency as a sufficient measure of human progress. A Concord-oriented ODC intervention should therefore report both measurable improvement and the continuing right to challenge its definition of improvement.

For this monograph I propose five provisional observable conditions: (1) consequential counter-voices can enter the record without retaliation or erasure; (2) responsibility for a contested decision can be traced to people and institutions; (3) labor, ecological, and community consequences are documented rather than displaced into a public-relations narrative; (4) affected participants have a meaningful opportunity to revise or refuse the proposed change; and (5) the organization reports null, adverse, and unintended outcomes as well as successes. These are candidate operational conditions, not a validated scale.

A Concord proposition is disconfirmed when apparent agreement coincides with suppressed dissent, when improved product language is unaccompanied by changes in institutional practice, or when a proposed intervention produces no improvement on preregistered outcomes relative to its comparison. These are not interchangeable tests: a case study of documentary accountability, a repeated prompt study, and a randomized human-participant intervention have different units of analysis and different inferential limits.

The working paper proposes a modus tollens argument about coherent corporate narrative and material truth. The logically defensible version requires a conditional premise that can itself be tested: if a corporate narrative accurately represents specified material practices, independently sampled records of those practices should meet predefined consistency criteria. When those criteria fail, the particular accuracy claim is weakened. A narrative's smoothness alone neither proves nor disproves its truth, and disagreement among records does not automatically prove deliberate suppression.

The distinction between Ghost Vortex, Consent Machine, and Concord is consequently essential. Ghost Vortex is a proposed mechanism of disappearance or displacement of inconvenient histories; Consent Machine is a proposed organization of acquiescence and

inevitability; Concord is a proposed ODC alternative whose adequacy must be assessed independently. They need not form a deterministic three-stage sequence. The ten corporate cases may reveal one, both, neither, or changing combinations.

The present book can establish conceptual definitions, archival cases, transparent coding rules, and prospective disconfirmation criteria. It cannot claim that an intervention planned for the following year has already transformed leadership. The separately planned Constellation Consulting study is included as one possible experiment in the ODC program, not as validation of Concord or of the ten-corporation XYZA model.

An ODC experimental example: Hybrid Human–AI Constellation Consulting

A separate planning document records an October 31, 2026 discussion with David Trafimow at Lake Caballo, New Mexico. The proposed design uses pretest and posttest measurement of a Vujade survey, subjective well-being, positive and negative affect, optimism, and depressive symptoms. The source proposes four randomized conditions and a provisional target of 212 participants, 53 per condition, at 90% confidence and precision 0.10. These are planning parameters, not analyzed outcomes.

The source table labels Groups A, B, and C identically as "AI Only." Their distinct treatments must be specified before randomization or sample-size determination. Because the study will require institutional review approvals, participant recruitment, researcher coordination, data collection, and analysis over approximately a year, this monograph presents the design as one example of how ODC interventions might later be tested. The book is expected to be published before those results are available.

The experiment does not test whether all ten corporations instantiate the Ghost Vortex. It can instead test a more local intervention proposition: whether a specified hybrid constellation consulting condition changes prespecified participant outcomes relative to an appropriate comparison condition. The Vujade visual-processing moderation hypothesis must be preregistered, and multiple outcome measures require a clear primary endpoint and a plan for multiplicity.

The proposed skew-normal distribution is a candidate likelihood rather than an assumption warranted for every bounded psychological scale. Skewness direction refers to the longer tail; ceiling and floor effects may require alternative ordinal or bounded-data models. Sample size must be recalculated from the estimand, target precision, assumed variance, attrition, group contrasts, and repeated-measure correlation.

A shared chapter architecture without repetitive theory

Each case chapter opens with its own distinctive proposition, the leader's dated public record, the corporation's sociotechnical position, and a case history attentive to counter-stories.

The technical analysis presents exact prompts, response archives, coder decisions, version metadata, and comparisons with speeches, published books, social-media claims, and independent reporting.

The ODC section identifies possible SEAM, True Storytelling, or participatory interventions that could be studied later; it does not promise a favorable outcome.

The falsifiability section names rival explanations and observations that would weaken or overturn the chapter's claim, followed by a chapter-specific APA 7 reference list.

The concluding synthesis compares the ten cases at defensible levels of analysis and asks whether Ghost Vortex, Consent Machine, both, or neither survives scrutiny.

Chapter 1 methodological appendix: replicable XYZA coding and figure-revision protocol

Scope and units. Code publicly observable leadership decisions and corporate governance arrangements in a prespecified time window; do not infer an executive's private moral character from model outputs. Keep executive, corporation, product, and prompt-response records separate. Record date, source URL or archival identifier, quoted passage and page, author, institutional interest, corroboration, contrary evidence, and the precise behavior to which a source speaks.

Seven-point coding. Use the same behaviorally anchored 1–7 scale for X, Y, Z, and A in every chapter. A1 is special or role-bound answerability; A2–A7 operationalize increasing moral answerability. For each event, state the unit, date, actor, affected others, evidence, alternative reading, and coder confidence. A missing or unscorable rating remains NE; a window without a new scored event remains NS. Neither is scored as 1 or carried forward.

M calculation and revision. Set x=X/7, y=Y/7, z=Z/7, and a=A/7; calculate M=xyza only when all four ratings are supported for the same event or a clearly labeled profile. Preserve the full vector (X,Y,Z,A), since equal M values can arise from different component patterns. The minimum is 1/2401, not zero. Disclose the equal-step assumption and preserve each revision with its evidence.

Evidence and uncertainty. Record evidence provenance and independence, the temporal window, alternative plausible interpretations, and the source coverage for each dimension. Report score intervals obtained by plausible recoding and the corresponding minimum and maximum products, explicitly labeled sensitivity bounds rather than frequentist confidence intervals. Never label a provisional position '80% accurate' without an independently justified probabilistic model.

Independent-rater replication. A future panel should be trained on the frozen anchorbook, independently code blinded and randomly ordered excerpts, and log disagreement before adjudication. Report per-axis agreement and an ordinal-appropriate reliability statistic with uncertainty, alongside case-level disagreements. Select a statistic suited to the actual design, missingness, and number of raters; do not assume that a single Fleiss kappa threshold validates a four-dimensional construct.

Trafimow a priori planning. Before collecting the independent-panel sample, specify the target parameter, acceptable estimation error, desired probability of attaining that error, anticipated distribution, dependence of repeated ratings within cases, and sensitivity to violated assumptions. Derive the required number of independent observations/raters from an appropriate a priori procedure or simulation for that estimand. The number of executives (ten) is a case selection, not an automatic effective sample size for precision claims.

Projection and revision ledger. The exact hypercube Q4 has vertices $\{0,1\}4$ and 32 edges. Any image projection is a drawing convention, not PCA or a distance-preserving measurement. Plot all four dimensions only when all four numeric ratings are supported; otherwise show the XYZ position with A=NE or NS explicitly. For each chapter revision, record the case, date, prior and current components, evidence added, reason for any change, and M only when all four dimensions are evidence-supported. The A-cube axes are drawing dimensions, not additional scores.

Falsification and ODC. Prespecify observable counterexamples to each claim: inconsistent anchors, unreliable ratings, contradictory archival records, weak prediction of independently assessed outcomes, and a multiplicative metric that fails to outperform simpler models. For consenting organizations, SEAM, Appreciative Inquiry, Constellation Method, and sandtray/conversational practices can be tested as candidate interventions. Compare pre/post trajectories with appropriate controls, attend to adverse outcomes, and allow no improvement or deterioration to count against the proposed pathway to Concord.

Figure interpretation. Figure 1.4 is an earlier placeholder and does not represent the current profile tables. The WAVE scoring record is in Tables 1.1–1.2; Appendix A defines the common behavioral anchors and M rule. Future redrawn figures must use the same versioned table data.

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