Chapter 12: Conclusion of ODC and Concord Tesseract™ Leadership

A Falsifiable Bet on the Future of AI and Humanity

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Abstract

This conclusion draws the monograph's theory, ten case chapters, scoring demonstration, and proposed organizational development and change (ODC) program into one argument. Concord Tesseract™ Leadership (CTL) proposes that dark-side leadership becomes observable in accountability arrangements: who can make consequential decisions, whose stories remain in the record, which costs are counted, and whether affected people can change organizational practice. The Ghost Vortex and Consent Machine are hypotheses, not established mechanisms. The XYZA framework gives researchers four behaviorally anchored dimensions; the normalized multiplicative index is calculated only when all four ratings, including event-specific moral answerability (A), are supported. In the current matrix, the X/Y/Z placements are provisional map values, A is NE for all ten leaders, and M is not calculated. The chapter summarizes each chapter's distinct ODC approach and its intended, not demonstrated, impact; identifies the reusable figure prompt in Appendix E; and frames Humanistic Productive Capitalism as an author-developed Bernácer–Savall synthesis. A Peircean cycle of abduction, deduction, induction, and revision, disciplined by explicit theoretical, auxiliary, statistical, and inferential assumptions, invites researchers and practitioners to falsify, refine, or replace the claims. Concord, unity, peace, justice, and equanimity remain prospective ethical horizons whose realization must be shown in changed practice.

Keywords: Concord Tesseract™ Leadership; organizational development and change; XYZA; multiplicative qualimetrics; falsification; Humanistic Productive Capitalism; AI and humanity

Introduction: The book ends with a wager

The argument of this monograph is not that ten executives are ten explanations. Leadership in the AI industry is consequential because decisions become embedded in infrastructures, investment rules, work systems, product claims, governance routines, and public stories. A dark side appears when the arrangements that make AI productive also make responsibility hard to locate: inconvenient histories disappear, adoption is narrated as inevitable, hidden costs are displaced, or affected people have no effective route to answer back. A conclusion that merely names these problems would leave the research unfinished. Chapter 12 states the theory as a set of vulnerable propositions, shows how the current scoring demonstration was constructed, and asks what future evidence could defeat or strengthen the account.

Concord means contemplation joined with action to create new possibilities. Contemplation is more than private reflection: it requires attention to evidence, counter-stories, working conditions, material consequences, and the limits of one's own explanation. Action changes organizational practices in response. Contemplation without action can become observation without consequence; action without contemplation can reproduce the harms it intends to solve. Concord is not unanimity. Opposition belongs inside the test: can dissenting accounts alter what an organization does?

The central claim is prospective. OD + OC = ODC names a research and intervention pathway through which organizations might become more answerable. Concord Tesseract™ Leadership (CTL) is my proposed integration of leadership development, organizational development, and organizational change around that question. It is not a validated instrument, a moral verdict on a person, or a forecast that the AI industry will become just. The model earns scientific standing only if other investigators can recover the evidence, apply or challenge the coding rules, test the calculations, compare rival explanations, and show where the theory fails.

The theory: accountability architecture, XYZA, and ODC

The theory joins four analytic moves. First, the Ghost Vortex hypothesis asks whether organizational histories, counter-stories, and consequences become displaced or made difficult to retrieve as corporate and product narratives circulate. Second, the Consent Machine hypothesis asks whether systems present AI adoption as natural, unavoidable, or already agreed upon, thereby narrowing the practical space for informed refusal and contestation. Third, the Concord Tesseract™ organizes observable leadership and organizational practices across X, Y, Z, and A. Fourth, case-suited ODC methods offer possible ways to alter the conditions that reproduce the problem. Humanistic Productive Capitalism (HPC) supplies an economic horizon for asking whether productive gains are created and distributed alongside human, ecological, and community consequences.

These are connected but not interchangeable claims. The Ghost Vortex and Consent Machine are explanatory proposals; XYZA is an operational comparison framework; ODC is an intervention family; and HPC is a political-economic proposal. The connection among them is itself testable. If official stories do not systematically displace consequential counter-evidence, if adoption remains meaningfully contestable, if XYZA cannot be coded reliably, or if ODC processes do not change practices, the relevant claim must be narrowed, revised, or abandoned.

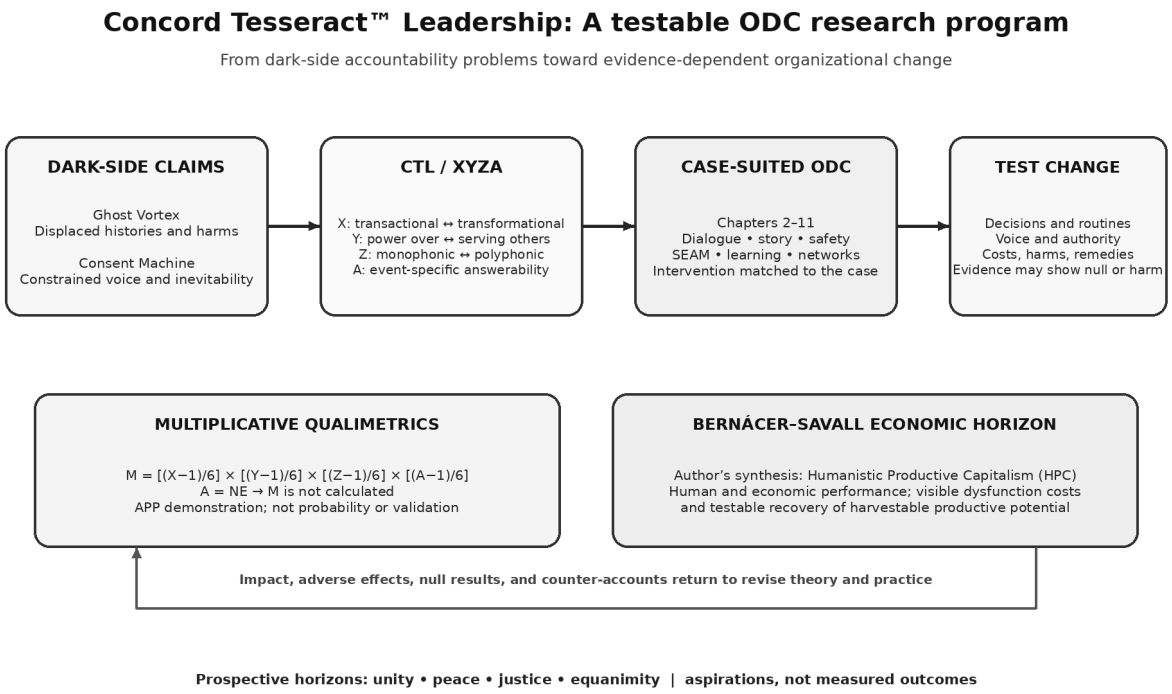


Figure 12.1. Concord Tesseract™ Leadership as a testable ODC and political-economic research program. Author-created synthesis. The arrows mark proposed relationships, not established causal effects.

Figure 12.1 places the framework inside a researchable sequence. It starts with evidence about contested organizational practices; it brings those practices into a common XYZA inquiry; it selects an ODC approach suited to the case; and it asks whether changed practice follows. The feedback arrow matters: outcomes, non-outcomes, harms, and dissent return to the theory. The ethical horizons at the bottom are not scores. Unity, peace, justice, and equanimity name directions of concern, not organizational states that this archival study has demonstrated.

Hypotheses the monograph puts at risk

The monograph contains working hypotheses and propositions rather than a completed confirmatory test of the whole CTL system. The table makes explicit what future investigations should examine. These propositions are derived from the argument across the chapters; they should not be mistaken for preregistered hypotheses already supported by a completed intervention study.

Proposition	Claim to test	Evidence that would weaken or defeat it
P1. Ghost Vortex	In some AI organizations, dominant corporate or product accounts may displace dated evidence about labor, infrastructure, harms, dissent, or responsibility.	Replicated records show that relevant counter-evidence is routinely preserved, linked to decisions, and acted upon; rival mechanisms explain the apparent gaps better.

Proposition	Claim to test	Evidence that would weaken or defeat it
P2. Consent Machine	Some governance and adoption arrangements may frame AI implementation as inevitable or consensual while limiting the ability of affected people to refuse or alter it.	Affected groups have informed, usable alternatives and demonstrable influence over adoption, scope, safeguards, and remedies.
P3. XYZA observability	Independent coders may recover distinct, behaviorally anchored X/Y/Z/A judgments from traceable episodes and counter-evidence.	Blind coding yields poor agreement, the dimensions collapse into one another, or decisions cannot be reproduced from the source record.
P4. Multiplicative specification	After supported ratings are obtained, the normalized product may represent a theoretically useful noncompensatory summary beyond inspection of the components alone.	The product obscures more than it clarifies, rests on indefensible scale assumptions, or performs no better than component-level or plausible alternative models.
P5. ODC leverage	A case-suited ODC process may alter routines, authority, costs, safety, or response to dissent when participants have resources and decision access.	A well-specified, adequately implemented intervention produces no predicted organizational change relative to a defensible comparison, or causes net harm.
P6. Concord as answerable action	Contemplation joined with action may create a process in which opposition can change practice and produce explanation, correction, or remedy.	Agreement rises while dissent is suppressed, decisions remain unchanged, or no answerable follow-through occurs.

The claims operate at different levels and need different tests. A documentary analysis can test whether a source record contains counter-stories; it cannot by itself establish the causal effect of a leadership intervention. A prompt experiment can examine a model's response under controlled conditions; it cannot establish a chief executive's private motives. A workplace intervention can test changes in local routines; it cannot establish that global capitalism has changed. Researchers should state the unit of analysis and the reach of each inference before describing a result.

What the scoring procedure does—and what it has not yet done

The scoring protocol treats a sourced speech-act episode, rather than an executive's inner character, as the basic unit for evidence coding. A researcher records the speaker, date, source, context, model or corporate version where relevant, the exact question or event, and the response or action being coded. A second reader should be able to retrieve the record, inspect the code decision, and disagree without being excluded from the analysis. Episode boundaries, inclusion rules, missingness, and the treatment of conflicting sources must be declared. Scores are behavioral interpretations of available evidence, not diagnoses of character or claims about a model's consciousness.

The X, Y, and Z ratings use behaviorally anchored seven-point scales: X ranges from transactional practice to transformational practice; Y from power-seeking or self-oriented practice to enacted service; Z from monophonic authorization to consequential polyphony. A is event-specific moral answerability. It concerns observable participation, ownership, response to affected others, explanation, and conduct after consequences emerge. It is not a personality trait, and the working matrix does not turn "alibi" into

the low end of a numeric A rating. If evidence is insufficient to place A from 1 to 7, the entry remains NE.

The working matrix labels its current X/Y/Z starting points as APP (a priori procedure) or theory-led provisional positions inherited from the earlier leader map. It states that chapters 2–5 carry these values forward because no speech-act episodes have yet been coded; the episode count is zero in those carried-forward cells. The later chapter columns remain unfilled until coding occurs. The matrix therefore supplies an updateable baseline and procedure, not ten completed empirical score records.

Leader	Organization	Provisional X / Y / Z
Jensen Huang	NVIDIA	2 / 2 / 3; A = NE; M not calculated
Sam Altman	OpenAI	4 / 2 / 3; A = NE; M not calculated
Dario Amodei	Anthropic	5 / 3 / 4; A = NE; M not calculated
Elon Musk	xAI	5 / 1 / 2; A = NE; M not calculated
Larry Ellison	Oracle	3 / 2 / 2; A = NE; M not calculated
Mark Zuckerberg	Meta	4 / 3 / 5; A = NE; M not calculated
Satya Nadella	Microsoft	5 / 4 / 4; A = NE; M not calculated
Andy Jassy	Amazon	4 / 3 / 3; A = NE; M not calculated
Sundar Pichai	Google	4 / 3 / 4; A = NE; M not calculated
Liang Wenfeng	DeepSeek	4 / 3 / 4; A = NE; M not calculated

For supported numeric ratings, each 1–7 value is mapped to a 0–1 interval and the four normalized components are multiplied:

$$\mathbf{M = [(X - 1)/6] \times [(Y - 1)/6] \times [(Z - 1)/6] \times [(A - 1)/6]}$$

Under this specified normalization, a rating of 1 on any dimension makes M equal zero. That is a property of the selected formula, not a claim that a person or organization has zero worth. If A is NE, M is not calculated; NE is not a zero and does not establish that answerable conduct never occurred. M is a theoretical summary, not a probability, causal effect, or validated measure. Component scores, event-level evidence, coder uncertainty, chronology, and counter-accounts remain necessary. Because the scales are ordinal, researchers must examine sensitivity to interval and normalization assumptions and compare the product with alternatives before making stronger claims.

The A Priori Procedure (APP) belongs to future study planning: researchers specify desired precision and confidence and derive the sample size needed under declared assumptions. APP does not calculate M, and M is not an APP estimate. Trafimow's arguments about multiplication versus addition motivate

a theoretical comparison; they do not validate this book's specific measurement model. In the monograph's current matrix, the proper conclusion is that the numeric composite is unavailable until episode-level coding supports all four dimensions.

The ODC approaches and their expected impact across the cases

The ODC approaches differ because the problems differ. The entries below report their status in the Introduction's chapter map and describe what each approach is intended to make possible. "Impact" here means the hypothesized contribution and the outcome that a future evaluation should track; it does not mean that the intervention has already changed a corporation.

Case	Approach and status	Intended impact and future evidence
Ch. 2 — NVIDIA	Fourth Wave Grounded Theory (AID) — used	Build and revise explanations against dated records. Impact to test: whether evidence-led theory development improves traceability and corrects interpretations when records conflict.
Ch. 3 — OpenAI	Dialogic OD — selected; Appreciative Inquiry, World Café, Future Search; SEAM may diagnose costs	Bring competing stakeholder accounts into structured dialogue and decisions. Impact to test: whether participants' contributions alter agendas, governance, or remedies.
Ch. 4 — Anthropic	True Storytelling with seven-principle / seven-B crosswalk — assigned	Go beneath public commitments; examine reflection, answerability, and changed practice. Impact to test: whether truthful accounts lead to durable decisions and follow-through.
Ch. 5 — xAI	Restorying — candidate	Compare founder and company narratives with counter-stories and experienced consequences. Impact to test: whose account becomes authoritative and whether displaced accounts change organizational choices.
Ch. 6 — Oracle	Systemic Organizational Constellation Method — exploratory candidate	Map tensions across enterprise, cloud, health, and acquired-product systems. Impact to test: whether the map surfaces relationships useful to action; evidence and evaluation design remain limited.
Ch. 7 — Meta	SEAM — assigned	Make hidden dysfunction costs and their distribution visible across work and stakeholder relationships. Impact to test: whether diagnosis and negotiated redesign improve both social and economic performance.
Ch. 8 — Microsoft	Double-loop and triple-loop learning — assigned	Question operating procedures, governing assumptions, and the principles used to define good governance. Impact to test: whether learning changes the premises and routines that shape action.
Ch. 9 — Amazon	High Reliability Organizing (HRO) — selected	Attend to weak signals, near misses, operational detail, resilience, and frontline expertise. The OSHA corporate-wide ergonomics settlement provides a concrete safety and follow-through case, not proof of successful reform. Impact to test: implementation, injury-risk controls, worker voice, and corrective follow-through.
Ch. 10 — Google	Quantum Storytelling intervention — developmental candidate	Study how stories and material conditions meet across research, infrastructure, and products. Impact to test: whether a specified cross-boundary intervention changes decisions; the design requires further development.
Ch. 11 — DeepSeek	Transorganizational Networking Development — assigned	Examine collaboration and accountability across the wider AI and infrastructure network. Impact to test: whether responsibility and coordination travel across organizational boundaries.

Case	Approach and status	Intended impact and future evidence
Ch. 12 — CTL	Concord Tesseract™ Leadership — integrative ODC proposal	Connect the case-suited methods through answerability, evidence, and organizational change. Impact to test: whether opposition can affect decisions, costs become visible, and harms receive explanation or remedy.

The OSHA example is concrete and bounded. In December 2024, OSHA announced a corporate-wide settlement requiring ergonomic risk assessment, controls, local expertise, worker communication channels, and monitoring across covered facilities; the agreement was designed to improve implementation and remained subject to follow-through. This makes Amazon a suitable case for asking whether signals from frontline work reach decisions and whether commitments produce verifiable controls. It does not license an inference that risk has already been eliminated or that the settlement resolves every safety concern (Occupational Safety and Health Administration [OSHA], 2024).

The drawing prompt and the appendices that make the work inspectable

A drawing can clarify the model, but it cannot supply data or score a leader. The reusable image-generation prompt is in Appendix E, "Concord Tesseract™ Image-Generation Prompts," including E.1, the copy-and-use Grok prompt for the Anthropic chapter. Appendix E documents a grayscale textbook-style composition: the large X–Y–Z leader cube on the left, the smaller A event cube at upper right, a white landscape canvas, readable 1–7 tick sequences on X, Y, and Z, exact coordinates entered by the researcher, and quality checks to prevent reversed labels, missing grid lines, misplaced points, or clipped text. A remains an event space without a numeric scale; when A is NE, the A cube is empty and no M is displayed. The prompt explicitly forbids the image system from inventing or revising scores.

The appendix describes the prompt as preserving a successful two-cube grayscale composition while correcting errors found in later attempts. For future reproducibility, retain the exact prompt, reference image, model and version, supplied coordinates, matrix date, generated output, and any human redraws. Appendix A gives the operationalization and qualimetric anchors; Appendix C collects chapter-by-chapter leader score tables; Appendix D provides the updateable matrix and multiplicative procedure; Appendix E supplies the figure prompts. The chapter-by-chapter ODC rationale is summarized in Table I.2 of the Introduction. These materials let a critic separate the visual communication, the score inputs, and the underlying claims.

A Bernácer–Savall capitalism: making a bet that can be measured

I call the economic horizon Humanistic Productive Capitalism (HPC). Bernácer–Savall capitalism is a useful shorthand for the intellectual sources informing this proposal, but it is my synthesis; I do not attribute the term to Bernácer or Savall. Bernácer's Sociedad y felicidad (1916) explored social mechanics and conditions for a happier society, including work, cooperation, distribution, and the organization of economic life. Savall's socio-economic approach to management joins social and economic performance and examines dysfunctions and hidden costs that conventional accounts can overlook. The two bodies of thought are distinct. Their connection in this book is a question about how productive activity can serve social purposes while its costs and benefits are made visible.

In HPC, productivity is not measured only by the speed of model release, market capitalization, or financial return. Researchers would examine whether AI investment builds durable human capability; whether labor, ecological, infrastructure, and community costs are recorded; whether workers can help redesign harmful routines; and whether gains become harvestable potential for sustained enterprise and shared wellbeing. "Harvestable" does not mean that every hidden cost can be converted neatly into cash. It means that an organization can identify lost human and productive potential, test changes that recover it, and report both monetary and nonmonetary consequences. SEAM offers one established intervention approach for examining such dysfunction costs; HPC is the broader normative-economic proposal in which that evidence would matter.

The bet is that firms can remain productive while accepting answerability for the conditions and consequences of production. That bet could fail. A business might uncover costs yet leave them on workers and communities; a participation program might become a new consent ritual; a safety initiative might improve one indicator while worsening another; or gains might accrue only to capital holders. Each is a testable failure mode. A defensible HPC study should track who benefits, who bears risk, what is redistributed, what changes in work, and which adverse effects remain. The proposal stands or falls through those records, not through the appeal of the label.

A falsification program for a science of CTL

David Trafimow and collaborators offer a demanding methodological lesson: an empirical result does not test a theory in isolation. Researchers move from theoretical terms to observations through auxiliary assumptions about measures, manipulations, samples, contexts, and inference. When a prediction fails, investigators must examine both the theory and the assumptions that connect it to the test; when it succeeds, they must not automatically credit the theory while overlooking those same assumptions

(Trafimow, 2012, 2022; Earp & Trafimow, 2015; Trafimow et al., 2024). This diagnostic discipline cannot become a way to protect every claim by blaming an auxiliary. It requires the researcher to say in advance which assumptions are core, which can be checked separately, and what pattern would lead to revision or rejection.

The TASI framework names four assumption families: theoretical, auxiliary, statistical, and inferential. Applied here, theoretical assumptions concern what Ghost Vortex, Consent Machine, XYZA, and Concord mean. Auxiliary assumptions include source completeness, prompt equivalence, version stability, coding unit, and whether public conduct can reasonably represent an organizational practice. Statistical assumptions include scale treatment, sampling, precision, and the multiplication rule. Inferential assumptions concern what conclusions a design permits. Fiedler and Trafimow's account of theoretical constraints and TASI further emphasizes that even a plausible theory can produce an unreplicated result when its auxiliary assumptions are weak. Researchers should audit these layers rather than use them as post hoc excuses.

The inquiry should also retain Peirce's distinction among abduction, deduction, and induction. Abduction proposes an explanation that might account for a surprising pattern. Deduction derives what observable evidence should follow if the explanation is useful. Induction examines the evidence and revises confidence in the claim. These are interdependent phases of inquiry, not a staircase ending in proof. The next observation may require a new abduction; a failure may expose a mistaken theory, an auxiliary assumption, a source boundary, or a rival mechanism. A self-correcting science makes those alternatives public and keeps the theory exposed to consequences (Peirce, 1931–1958).

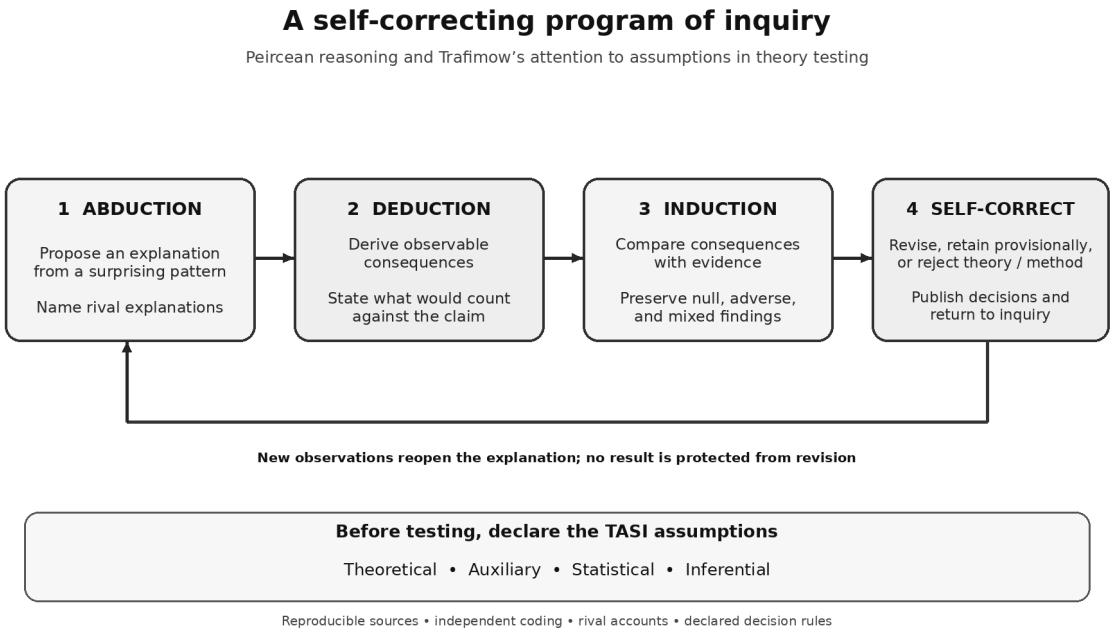


Figure 12.2. A self-correcting research cycle joining Peircean inquiry with Trafimow's TASI assumption audit. Author-created diagram; it represents a proposed research discipline, not a completed empirical result.

A practical agenda for future investigators

Research step	Required practice
1. Reconstruct the archive	Publish source rules, dates, episode boundaries, versions, translations, and counter-evidence. Let independent teams attempt the same case and document disagreements.
2. Test the measurement	Train coders on examples outside the test sample; evaluate agreement and dimensional distinctness; revise anchors when coders cannot distinguish practice from rhetoric.
3. Test the arithmetic	Before numeric composites, justify the interval mapping and zero-product assumption. Compare M with component profiles and defensible alternatives; report sensitivity and do not calculate M when any dimension is NE.
4. Test the prompts and models	Record exact prompts, access, tools, languages, model versions, and time. Examine whether observed response patterns persist across replications and rival mechanisms.
5. Test ODC interventions	Specify intervention fidelity, comparison conditions, units, participant authority, primary outcomes, follow-up period, and adverse outcomes before data collection. Separate changes in talk from changes in routines, resources, safety, or remedy.
6. Test HPC claims	Measure financial results alongside human, labor, ecological, and community consequences. Track distribution, not only aggregate gains, and preserve null or negative outcomes.
7. Publish correction as contribution	When a finding defeats an anchor, hypothesis, method, or model, preserve the original record, describe the revision, and explain whether the theory, auxiliary assumptions, or both changed.

Some studies should be archival replications; others should be prospective interventions, comparative case studies, or longitudinal designs. Their conclusions must not be collapsed. APP can support planning for later estimates under stated precision and confidence assumptions, but it cannot substitute

for a clear causal design or repair an invalid measure. Pre-registration is useful when it fixes decisions that otherwise invite hindsight; it should record the assumptions that connect a theory to a test and allow researchers to explain what was learned when the assumptions fail.

Bets on the future: from corporate discord to public answerability

What might happen if the ten executives or their organizations selected these ODC processes? A choice of method would not itself transform leadership. It would establish a practical experiment. A dialogue process could give stakeholders a route into product and governance decisions. True Storytelling could require commitments to meet the lived record beneath them. Restorying could allow counter-narratives to change which histories guide policy. SEAM could make hidden costs visible and support a negotiated redesign. HRO could turn near misses and frontline knowledge into operational learning. Double- and triple-loop learning could challenge the assumptions behind a strategy. Network development could make responsibility legible across firms and suppliers. Each process could be captured, under-resourced, or resisted. Evaluation must follow the consequences.

The larger bet concerns global society. AI systems cross borders, supply chains, languages, labor markets, and public institutions. Discord grows when benefits are privatized, costs are shifted, and communities are asked to trust accounts they cannot inspect. Concord would require institutions through which differing accounts can be heard, competing interests can be named, evidence can travel, and decisions can be corrected. It would not erase conflict. It would change what conflict can do. If worker evidence changes safety practices, if affected communities can alter infrastructure choices, if hidden costs shape investment, and if leaders can be held to the consequences of their acts, concord becomes a name for accountable coordination rather than a promise of harmony.

The future can also move the other way. Consultations can become theater; scorecards can be gamed; an image can make a provisional model look settled; and “humanistic” language can decorate the same extraction. The safeguards are methodological and political: keep dissent visible, separate evidence from interpretation, disclose uncertainty, preserve adverse findings, and give affected people power to contest both the record and the remedy. The unity sought here is not sameness. Justice without answerability becomes a slogan; peace without repair can preserve the conditions of conflict; equanimity is not silence. Their prospective meaning depends on what people and institutions do.

Conclusion: contemplation must become answerable action

This monograph offers a theory, a method, and a wager. The theory proposes that dark-side AI leadership is reproduced through accountability arrangements that can displace histories, narrow consent, and separate productive gains from the people and places that bear their costs. The method makes those claims inspectable through dated evidence, distinct XYZA dimensions, explicit assumptions, and a multiplicative specification that remains unused when A is NE. The ODC program asks whether selected interventions can change the routines, authorities, costs, and relationships through which organizations act. The wager is that productive AI and human flourishing might be made more compatible under a Bernácer–Savall-informed Humanistic Productive Capitalism. None of these claims has earned immunity from criticism.

I invite researchers, workers, communities, executives, and critics to test the propositions, reproduce the coding, challenge the scale, replace the formula, compare the ODC methods, and show where the economic proposal fails. Bring abduction to the patterns we have not explained; use deduction to state what should be observable if an explanation holds; use induction to see what the record supports; then revise in public. Trafimow's work asks us to account for the assumptions between theory and evidence. Peirce's inquiry asks us to let new observations redirect thought. The work is not to defend the Concord Tesseract™ as a finished object. The work is to build a science capable of correcting it.

A researcher who falsifies one of my claims is not an adversary. That researcher has helped make answerability real. If these ideas withstand criticism, they remain provisional until organizational action changes. Concord begins only where contemplation meets consequences—and where no leader, model, corporation, or theory is granted an alibi.

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