



XORD OPERATING SYSTEM



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Xord Operating System

Xord is a state-of-the-art R&D and investment company helping contribute to the development of technology and funding new ventures.

We are a mission-driven company. Being mission-driven means existing for a purpose. We want to provide each one of you with the experience of being a part of something great. Hence, each member of the team is expected to be intrinsically motivated to contribute to our mission.

We intend to create a legacy that advances the cause of humanity using Web3.

Axiomatic Base Of Xord

Axiomatic base is the base from which Xord's Why would derive. They are the things that we believe will be true in the next 10 years or more.

Web3 is defined by Chris Dixon as:

“Internet built by users and builders orchestrated with tokens.”

Web3 Absolutes

- Value to be given to the users and builders instead of a few shareholders.
- People want equity and access to economic systems.
- People want global reach and accessibility for exchanging data and money.
- People care about privacy/decentralization only if they are better than centralized systems. They want convenience and ease of use.
- People will always want faster and low-cost transactions.
- New forms of value can be created in the form of money, data, and composability.
- New forms of value can be monetized such as social capital and cultural capital.
- Web3 derives the vast majority of its value through protocol and data composability (Link).
- A healthy community needs a healthy network economy.
- Consumers/owners are the marketers.
- Work is jurisdiction agnostic.

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What Web3 is trying to achieve

- Intellectual properties will be open source.
- Identity and privacy will be human rights.
- Network economies will be designed in a way that acting in the interest of the public is more profitable than acting selfishly.
- Token will be the representation of ownership (Token > Equity).
- Collaboration will win over the competition in most cases.
- The role of VCs will be more long-term and geared towards acting in the interest of the community.
- Digital democratic organizations will be formed that exist entirely on the trust layer of the internet (blockchains).

Barriers relevant to Web3

- Regulations; the web3 does not fit comfortably with regulators.
- Risks; users that are not web3 natives, want risk management and guarantees.
- Complexity; existing web3 protocols are difficult for average consumers to use.

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Xord as a Player in Web3

Our Core Focus

We believe in doing one thing and doing it better than anyone. It's about understanding what your organization truly has the potential to be the very best at and sticking to it.

Why does Xord exist?

Xord exists to empower people to create a world that is honest and to accelerate the transition to a world in which individuals have sovereignty over their data & assets, access is permissionless and transactions are decentralized.

What does it want to achieve?

Xord achieves the above vision by:

1. Researching and funding new breakthrough ideas.
2. Building the infrastructure, protocols, and products to bring the above world to reality.
3. Providing services to build tools and infrastructure for secure and open-source tech.
4. Educating people about blockchain.

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How does Xord achieve the above?

Launching and supporting initiatives that focus on the absolutes and support the vision of Web3:

1. Dedicated teams organized for each product with capabilities including but not limited to research, development, and marketing.
2. Research to provide ideation or product improvement support.
3. Development to engineer the product.
4. Marketing to develop organic communities and campaigns.



Categorization by Impact

For us to make better decisions, we must be conscious about the kind of initiatives we take and what we expect from them.

For instance, SpaceX's goal is to reach Mars. That's their north star. They might not even know if they will make any money from it and it's a possibility that it would be a failed venture. But there is a slight chance that humanity will become an interplanetary species in this century, and SpaceX wishes to fulfill that vision. In the minds of SpaceX founders, humanity being a multi-planetary species is essential for its survival. To finance this, they work with nation states and NASA to generate revenues to sustain themselves. Reaching Mars is a lofty goal and it requires them to focus on short to medium term projects to finance that goal. We categorize any initiative using X, Y, and Z categories:

Category X

X is any endeavor that aligns most with the vision of Web3 and makes strides in fulfilling that promise. Money is an important part of it, but it is secondary to impact. This is the highest state that every initiative of Xord has to reach eventually. Any X endeavor is a long-term initiative.

Category Y

Y is any endeavor that has relatively less impact than X, and money is an equally, if not more important part of it. Any Y endeavor is a short-medium term initiative. Y has the potential to become X in the future.

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Category Z

Z is an endeavor that is purely being done to make money, and has the least regard for making an impact out of all, although it would still have certain principles that it has to uphold, like having a rigorous client process.

Every initiative must strive to become X.

Economic Model

X is any endeavor that aligns most with the vision of Web3 and makes strides in fulfilling that promise. Money is an important part of it, but it is secondary to impact. This is the highest state that every initiative of Xord has to reach eventually. Any X endeavor is a long-term initiative.

1. Predictable revenue from contributing to projects.
2. Token/Equity ownership from contributing to projects.
3. Token/Equity ownership from the projects we initiate in our venture studio.
4. Token/Equity ownership from the external projects we fund.

Our Core Values

"An organization is only as good as the individuals running it."

Our core values are the principles to guide decisions and inspire people throughout the organization over a long period of time.

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The Xordian Way (Level 5 Attitude)

Level 5 leaders embody a paradoxical mix of professional will and personal humility. They are ambitious, to be sure, but ambitious first and foremost for the company, not themselves.

Professional Will	Personal Humility
Extreme ownership is the practice of owning everything to an extreme degree. We want our people to feel the responsibility to take new initiatives and contribute to what the team requires of them. This way, we'll develop ourselves into better leaders.	People with a growth mindset always question the norms and are obsessed with learning new things. They see failure as a chance of stretching their abilities. They help other people grow and are not threatened by their success.
People with perseverance see everything through to the end, no matter what challenges come their way. Their attitude is what makes them stick to the long-term goals when they are given all the reasons to quit. They don't back off in the face of setbacks and use every ounce of their will to strive for their goals.	Humility means displaying a humble attitude towards everyone. It means looking out the window to give credit to other people, external factors, and good luck. And looking in the mirror to take responsibility for poor results, never blaming other people, external factors, or bad luck
Constantly take feedback in improving the company's processes and systems	Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate

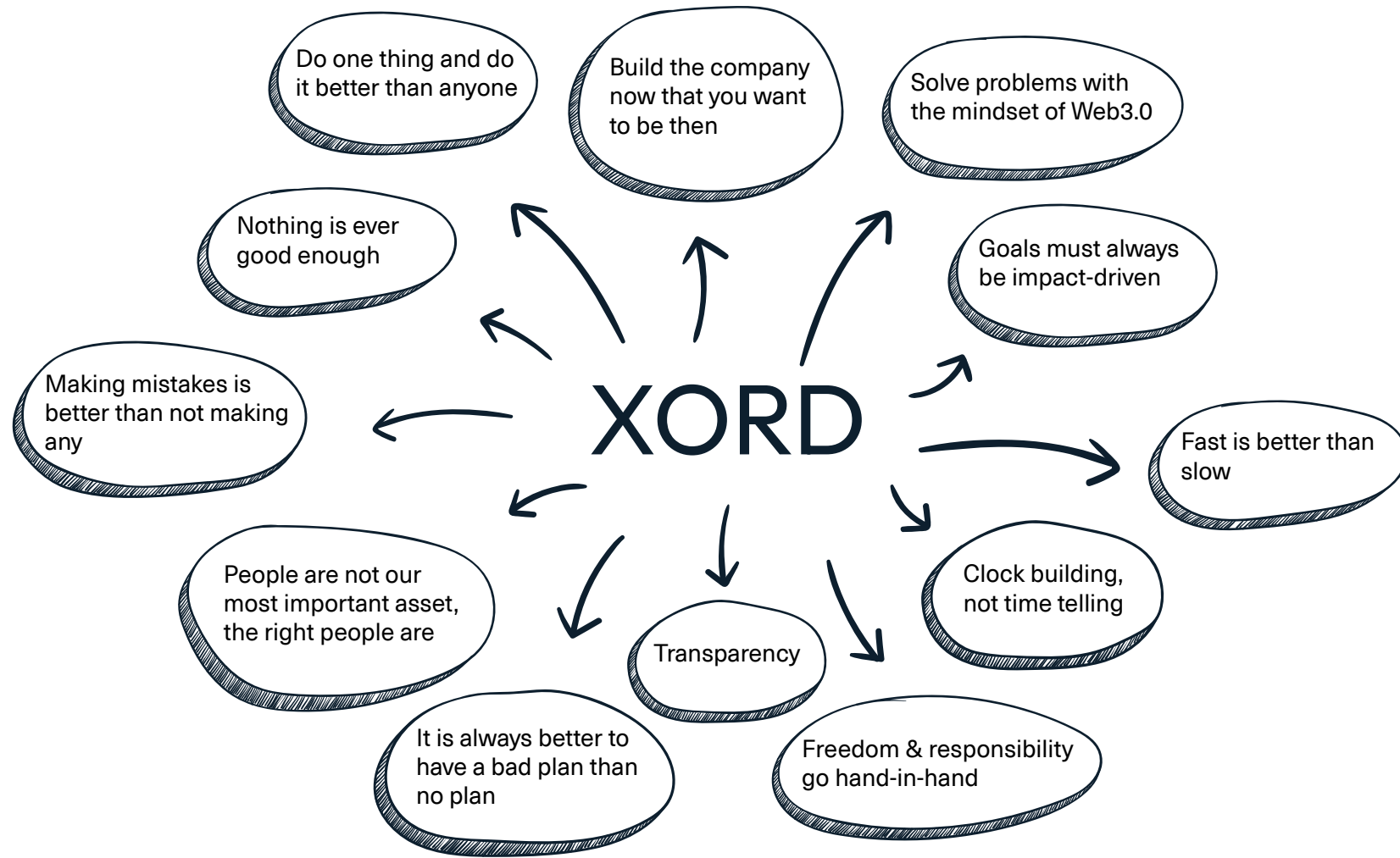
It is one of the traits of Level 5 leaders that they build great companies that can endure even when they are long gone. Instead of making fortunes for themselves, they focus on building a clock that keeps ticking, that is, they build processes that prove to be fruitful over multiple generations.

We call the set of our core values the level 5 attitude. We categorize the values in two:

1. Professional will - that embodies **extreme ownership**, and **perseverance**.
2. Personal humility - that embodies **growth mindset** and **humility**.



12 Beliefs We Hold Sacred as a Company



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People are not our most important asset, the right people are



Since the beginning, we have emphasized creating extraordinary experiences for the people at Xord. We believe that our high-performance people are our most important asset and each one of them holds significant value. Here at Xord, we are a team and so we discourage the use of the term 'employees' for our people. Instead, we call them Xordians who constitute a team with a common vision en route to achieving greatness.

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Why have we eliminated the terms “employee” and “employer”?

- No one person owns Xord. There are many people who own a part of Xord as a company, and they work in diverse roles inside the company. Many more people in the future will own a piece of Xord.
- At Xord, there is no difference between someone who is a shareholder of the company and someone who is not. It’s just that some people have more responsibility, and some people have relatively less.
- No one person works for any other person at Xord. We all work together. Traditionally, employees work for employers.
- The term “employee” implies that an individual is “employed” here. While that’s true, that does not explain the full scope of a Xordian’s role. A Xordian is more than that.
- “Employer” is traditionally used for someone who owns a business. The term “business” implies that a specific entity exists for the sole purpose of making money. Xord is not a business. Xord has a business model which sustains itself and the people who work here. But this term does not come close to defining what Xord is.
- Traditionally, the relationship between the two entities has been straining. Employers try to get the most out of employees by paying as low as they can. And employees try to do as little work as they can. That’s not true for Xord.

Therefore, we encourage everyone to use the terms “Xordians”, “Colleagues”, or similar terms.

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Transparency in decision making



Transparency is the opposite of secrecy. Transparency means deliberately revealing all the information that people need to know. It does not only assure access to information but also the participation of people in decision-making at the company level. Being transparent about things that are difficult to communicate brings trust and honesty. We consider transparency as a core value because we are upfront about our actions as a company and we would value each action aligned with it.

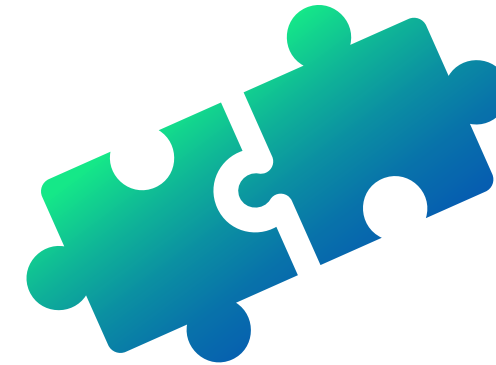
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A good example of transparency is that we practice making things visible for everyone in the company. Over time we have made information like the financial status of the company (revenues, profits, losses), the goals and current status of each team, short-term and long-term objectives of Xord, visible. We also have made the underlying company's dynamics known to everyone who joins us.

By transparency, we mean:

1. You are open and honest in communicating your views, opinions, and feedback.
2. You are not afraid of communicating when it's difficult.
3. You are aware of the short term and long term goals of the company
4. You are given the trust and authority to make decisions.
5. You let people know about the decisions you make.
6. You trust and give authority to your team members to make decisions.

Solve problems with the mindset of Web3.0



Web3.0 is more than just about blockchain. It is a principle, an ethical belief that people should be empowered. Decentralization is a democratic philosophy in which the onboarding cost is very minimal in the ecosystem. And as there is no central control, people are intrinsically motivated to work for the public good.

We at Xord believe and have faith in this sole concept of the market we work in. And we are continuously contributing to the ecosystem in the fostering of a decentralized future.

Do one thing and do it better than anyone



“To go from good to great requires transcending the curse of competence. It requires the discipline to say, “Just because we are good at it—just because we’re making money and generating growth—doesn’t necessarily mean we can become the best at it.” The good-to-great companies understood that doing what you are good at will only make you good; focusing solely on what you can potentially do better than any other organization is the only path to greatness”

This excerpt from Jim Collins’ Good to Great explains his famous Hedgehog concept. Doing many things with a diverted focus can make you money. Being only competent at something can make you good but never the best of all. Similarly, being passionate is not enough to achieve greatness. You must find out that one thing you can be the best at, that runs your economic engine, and you are also passionate about.

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Fast is better than slow



To adapt to the changing world, high performing Xordian follows this:

↑ flexibility → ↑ speed → ↓ efficiency → creative/innovative work → quick adaptation to new changes

This is in the context of making decisions. The ability to use the right mental models for making decisions quickly and not displaying analysis-paralysis. This even applies to the decision of not making any decision in certain circumstances.

“One common trait across all world-class leaders is their ability to make decisions and make them fast.”

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Nothing is ever good enough



This means never settling for mediocre and always looking towards bigger mountains to climb. Developing this mindset is the key to making things great. If we look back and our past achievements still make us happy it means we haven't grown up.

Jim Collin's in Good to Great says:

“Letting something remain good when it can become great, is a secular sin.”

We believe that constant questioning of our current achievements and taking feedback makes us strive for the best. To have this mindset that nothing is ever good enough takes us towards what is better and ultimately to what is best.

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Clock building, not time telling



When something is built around a single great idea or a single great personality, it cannot endure over generations. When the foundations are laid on anything that is short-lived, the idea, no matter how great it is, is destined to wear out. According to this principle, the success of visionary companies is not a result of a single great idea or a great visionary but it comes from the organization's processes and dynamics embedded in it. It is about developing such processes in an organization that continue to produce results even after the people who created them are long gone. This principle opposes the principle of time telling. If a person is a time teller, the function will die with the person telling it. But if he is a clock builder, people will continue to benefit from the product as long as the clock keeps ticking even after the person who created it is no longer alive.

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Building a clock means creating an atmosphere where people are given some necessary directions and they are set free to make decisions and achieve the best results the way they want. It is synonymous with setting context which means embracing the ultimate objectives with a clear understanding of the strategies and tactics. In such an environment, people know their roles and responsibilities. Setting a clear context facilitates A players to produce A+ results.

Good context-setting could involve the following factors:

- Focus on the results rather than the process. Whatever decision is made after clearly understanding the context should align with the objectives of Xord.
- While setting the context, things should be prioritized on the basis of urgency and must be communicated well.
- The level of refinement should also be clearly defined. For example, Some tasks may require us to make no mistakes as the results wouldn't be reversed. Or there are some errors that are reversible, here the level of precision could be less.
- Also communicate clearly, what defines success and who are the stakeholders to set the context.

Freedom & Responsibility Go Hand-in-Hand



The culture of discipline is an idea of a culture where people are given freedom with responsibility. We want to craft an environment that gives people full freedom to execute their roles the way they want with a sense of responsibility that they would be held accountable for their actions. This requires each of us to be disciplined and willing to go to extreme lengths to fulfill our responsibilities. This way we can take disciplined action within the framework of our core focus. Creating a disciplined environment through force by a disciplinarian is time telling while creating a culture of discipline where individuals have the freedom to experiment and are responsible for their actions is clock building.

Build the company now that you want to be then



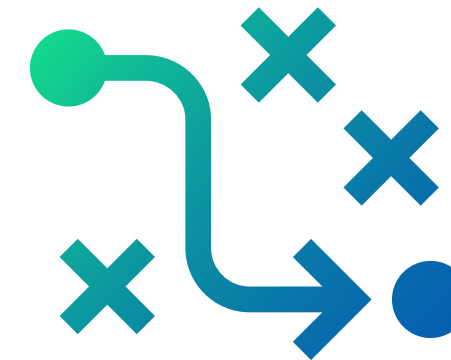
“You’ve got to make the team you wish to have in the future.”

Just like product management, we see the future goals and prepare our teams according to them. This is in opposition to looking at your current team and seeing how much they can do with their existing skills. This requires a constant assessment of what the team will be accomplishing after 6 months. Think about how things will be done differently from today. The reason for considering all of this is that you need people who can manage growth at a rate you are anticipating or what the new business model would require.

- Sufficient numbers of people who possess the necessary knowledge and skills.
- Appropriate and adequate technical and management systems.
- Suitable physical infrastructure.
- Ample financial and other resources.

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Making mistakes is better than not making any



At Xord, we encourage people to ideate, experiment, and fail fast but cheaply. We believe that innovation can only happen when we give people room for failure. Quickly accepting the failure, grabbing the key takeaways from the experience, and moving on to working on new ideas. This motivates people to keep innovating and keep growing. This sole practice embodies all the elements of professional will. There is extreme ownership when one accepts the mistakes and failures instead of playing the blame game. There is a growth mindset in reflecting and learning from one’s failures. There is a winning attitude in moving on to making new things.

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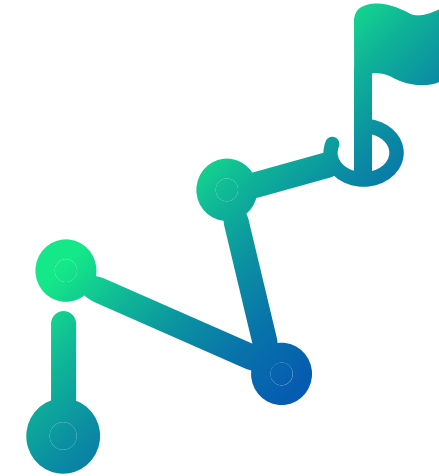
Goals must always be impact-driven



As part of preserving the core, Xord values goals that are impact-driven. For this, one has to lead with questions, not answers. Setting goals that produce an impact requires constant interrogation “what will be the ultimate result?”, “what impact will be created by this outcome?”. The impact can simply be defined as the positive change that improves the system or a process. Setting impact-driven goals requires careful consideration and planning. It is better to set one goal which creates a positive impact than setting many goals producing no noticeable/valuable impact.

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It is always better to have a bad plan than no plan at all



Planning means to foresee, to think about the future. They say that a goal without a plan is just a wish. One should not only set impact-driven goals but also plan the ways and possibilities to achieve the goals. A careful thought process is important to move towards the objective but even if it is not taking you towards that, you can always start fresh. The key is to keep strategizing and improving until you successfully reach your targets.

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1. Focus on the results rather than process. Whatever decision is made after clearly understanding the context should align with the objectives of Xord.
2. While setting the context, things should be prioritized on the basis of urgency and must be communicated well.
3. The level of refinement should also be clearly defined. For example: Some tasks may require us to make no mistakes as the results wouldn't be reversed. Or there are some errors that are reversible, here the level of precision could be less.
4. Also communicate clearly, what defines success and who are the stakeholders to set the context.

Our Organizational Structure

Highly Aligned, Loosely Coupled

We have the kind of organizational structure that allows people to have more authority. Here at Xord, the roles are spread in the form of circles. Since the authority is distributed, it allows for better and fast decision-making. It is a way of making everyone more responsible and empowered to play their roles in the best interest of the company.

We firmly believe that people thrive when given flexibility and freedom. At the same time, they are also responsible for the results they produce. This organizational structure is such that the Xordians have to remain highly aligned with the missions and vision of Xord and at the same time they are given the flexibility to play their roles and achieve goals the way they find most effective.

Xord's structure is divided into Core and Support circles. Core circles represent the initiatives that Xord has taken. Support circles work to facilitate the functioning of core circles. The structure can also be seen as a division between teams and projects. Support represents the team and Core represents the projects.

Please refer to this <https://miro.com/app/board/uXjVOcu5kHs=/> for a bird's eye view of the structure and this https://miro.com/app/board/o9J_IL56QjY=/ for a more detailed version.

Beyond The Summit

“In a truly great company, profits and cash flow become like blood and water to a healthy body: They are absolutely essential for life, but they are not the very point of life.” -Jim Collins

When mountain climbers aim to reach the summit, they know that the path to achieving it wouldn't be easy. To train their body and to become resilient and self-sufficient, they have to train hard because climbing a mountain is all about struggling, feeling the pain, and pushing oneself with determination and perseverance. All of this only comes from getting involved in something that you care so much about. You want to make it the greatest it can possibly be, not because of what you will get, but just because it can be done.



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This applies to anything you do in life that you really care about and want to make it the greatest. It is when you care deeply enough about the work in which you are engaged, and when your responsibilities line up with your own personal three circles. By doing this, you will start to grow, inevitably, toward becoming a Level 5 leader. and ensure speedy work ethics. The structure also clarifies the functions, roles, and reporting structure, and with this level of clarity, we can make sure that the right seats are owned by the right people.

“For, in the end, it is impossible to have a great life unless it is a meaningful life. And it is very difficult to have a meaningful life without meaningful work.”

Instill core values and core purpose (the fundamental reason for being beyond just making money) as principles to guide decisions and inspire people over a long period of time. Perhaps you might even gain that deepest of all satisfactions: knowing that your short time here on this earth has been well spent and that it mattered.

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