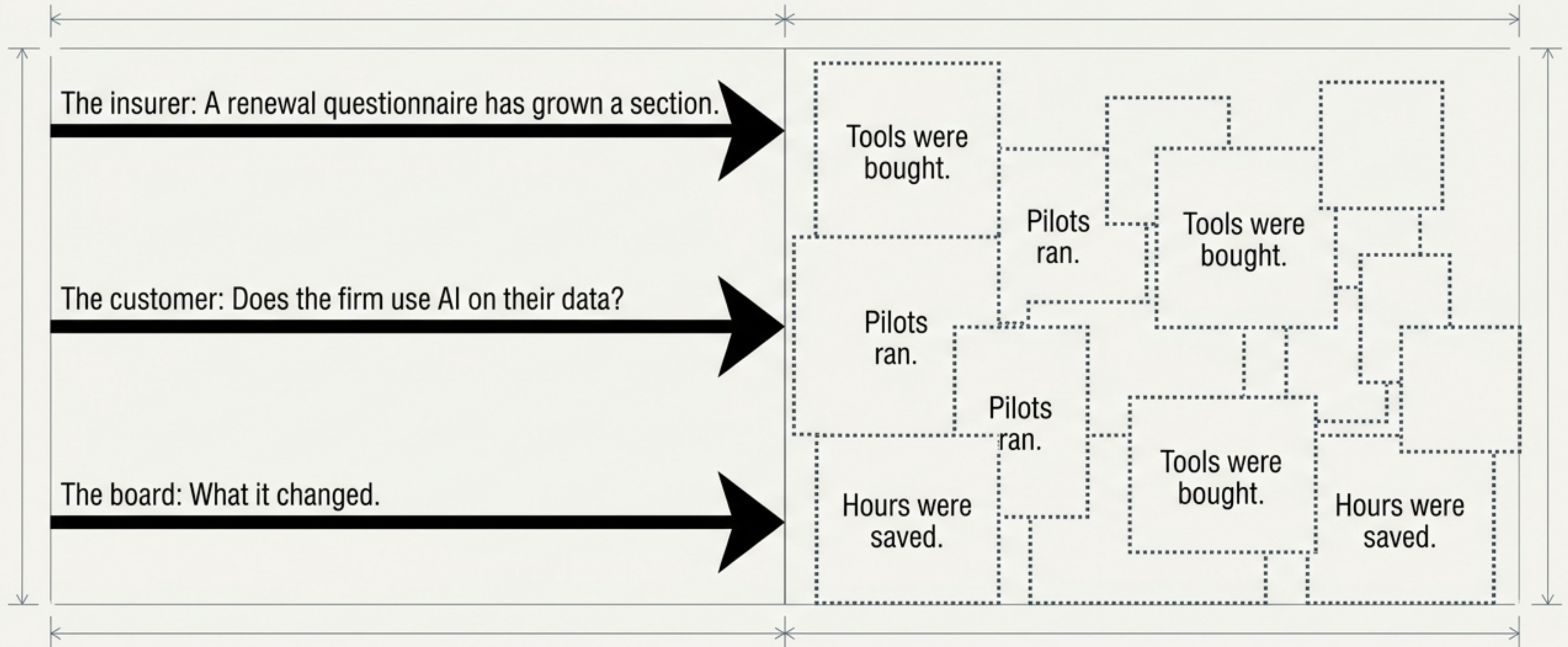


What AI Changed

The question your board will ask, and the record that can answer it

THE QUESTION WITH NOTHING BEHIND IT



EVERY ONE OF THOSE STATEMENTS MAY BE TRUE. NONE OF THEM CAN BE CHECKED.

THE BEFORE NOBODY KEEPS

ORIGIN

“nobody measures the business before AI, so nobody can show what AI changed.”

The before is the half nobody keeps.

A capable firm has already started.

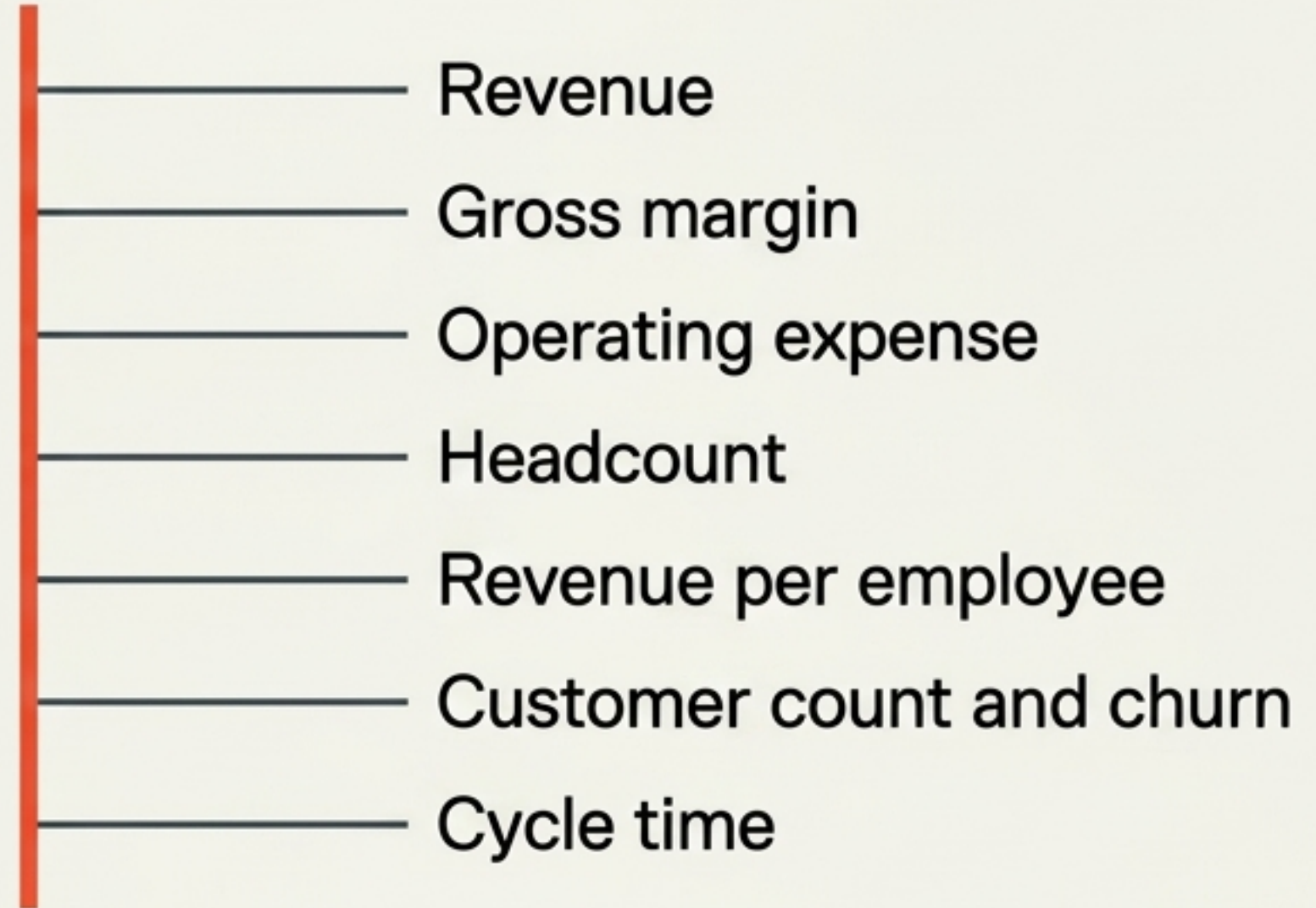
Three pilots.]
A vendor contract.

An agent connected to the billing system.

An organization that adopts AI without a dated baseline cannot show what AI changed.

THE BASELINE

The firm's mission and goals mapped to its actual performance, frozen and dated before AI touches the business.



The first improvement a firm makes after its baseline is frozen is kept outside the processes being measured.

THE TWIN BY WHAT YOU SEE

Trust posture	Results since baseline	Verified fraction		
Goals	Register with Tail Numbers	Gaps		Solid: A fact checked against a second source.
Baseline	Plan	Before and after		Hatched: A fact seen in a log or a ledger.
				Dashed: A fact the firm wrote down.
				Dotted: A fact somebody said.
				Outline: A projection.

The Trusted Living Twin has three states: As found. Re-measurement. Projection.

A projection is never measured.

HOLLISTER REED

CHAOTIC REALITY OF THE FIRM

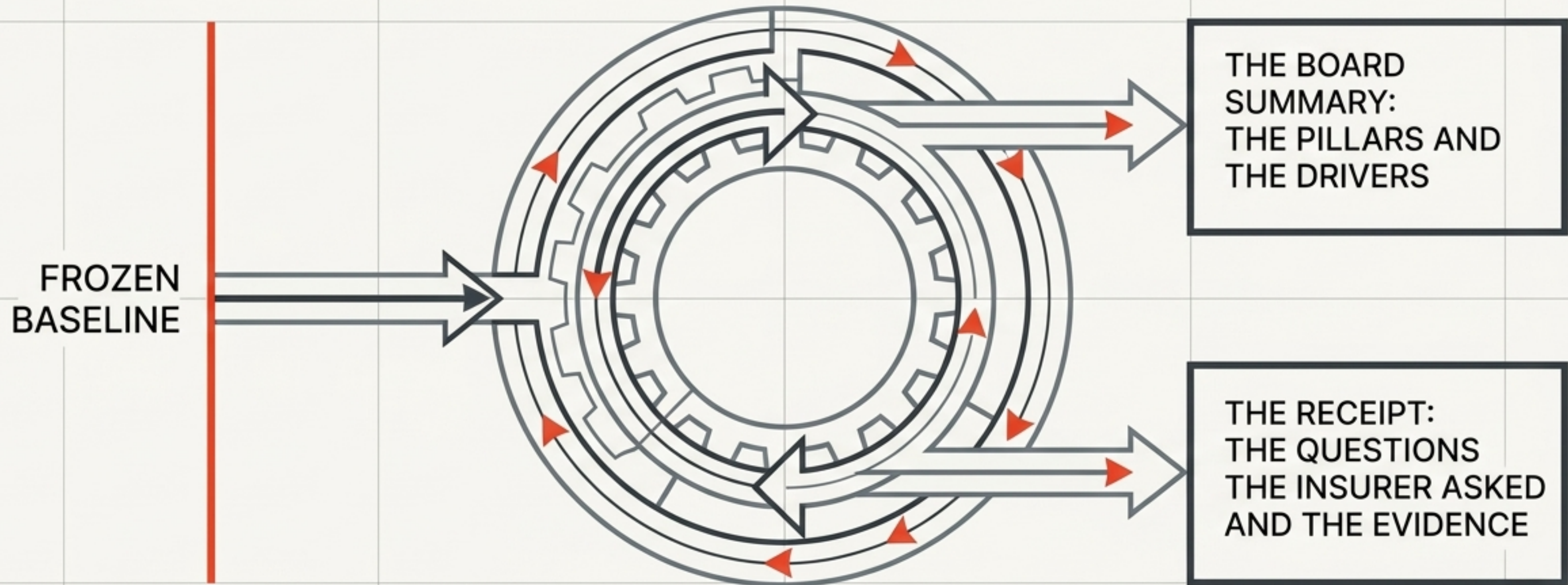
- | | |
|--|--|
| -- No chief information officer. | • Tools adopted by whoever found them useful. |
| -- A vendor list nobody has read end to end. | • An insurer's questionnaire on the managing partner's desk. |

IMMUTABLE BASELINE SOURCES

- | | |
|-------------------------------|---------------------|
| • Annual statements. | • Payroll register. |
| • Practice system timestamps. | |

The verified fraction on the day it was found is low, because nothing in a firm's own account of itself has yet been checked against a second source.

RE-MEASURED EACH QUARTER



Every page of the twin is drawn from one record.
Neither page is written by hand.

THE TRUST, THE LOOSE THREAD AND THE SCREEN

A measurement taken before the work is a promise, and a promise written down with a date on it is a harder thing to sign than a budget.

The twin lets you trust that your AI is paying back, or shows you that it is not, and proves either answer with a dated record.

THE FIVE-QUESTION SCREEN

THE HOLLISTER REED DEMONSTRATION