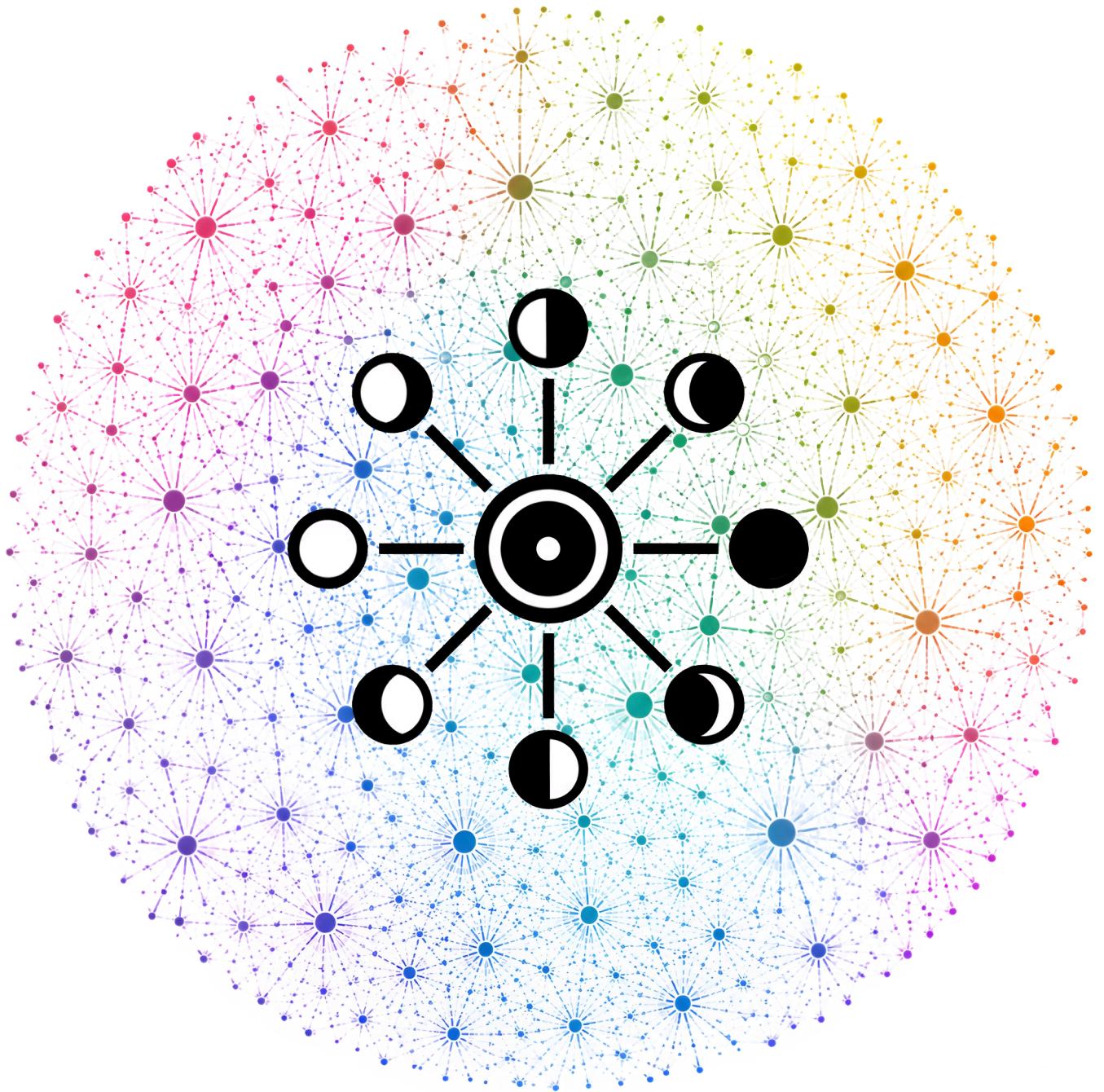
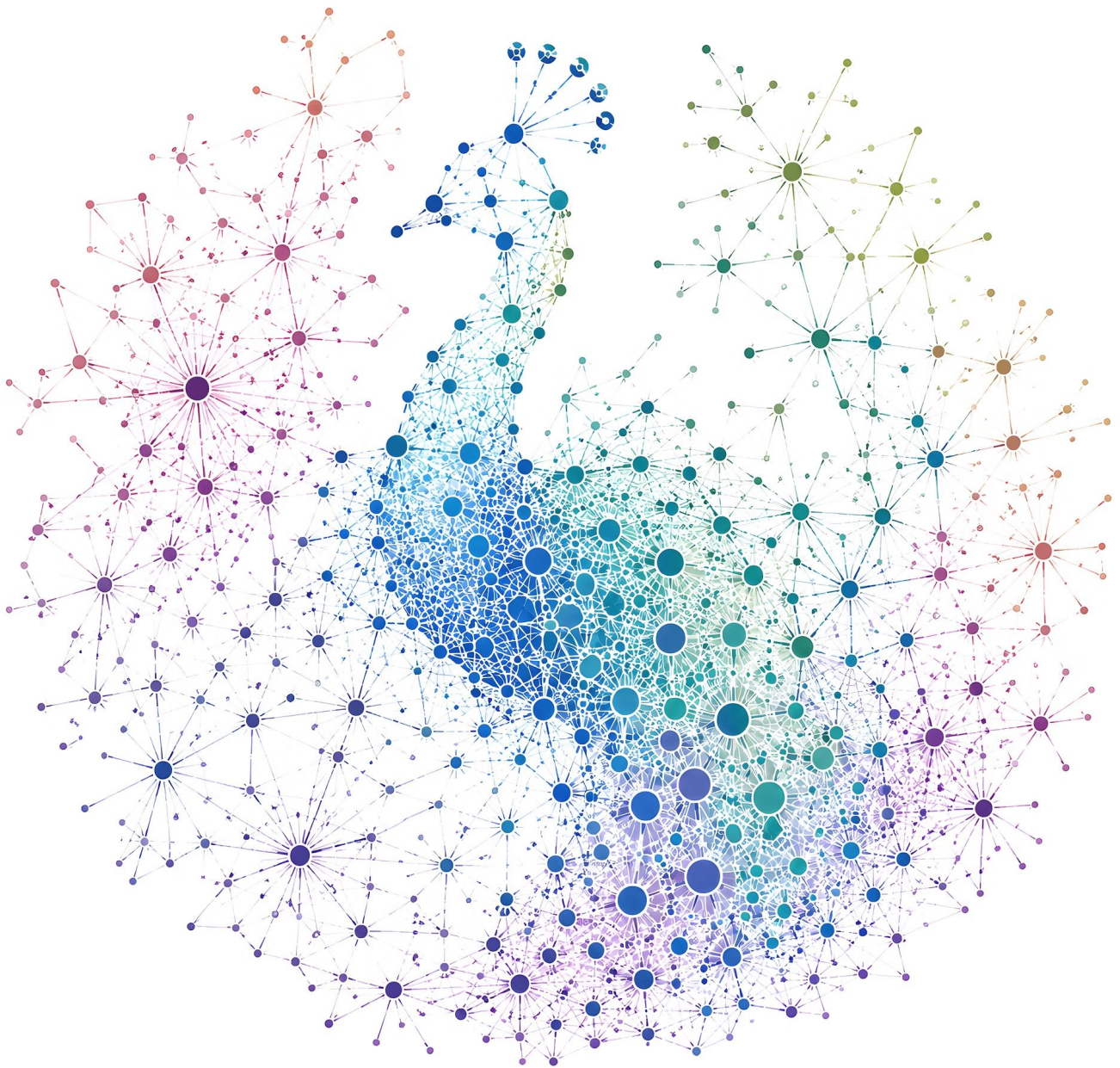




NETWORK FIRST CODEX



"We believe people can do their best work when they're connected to purpose, surrounded by those who inspire them, and empowered to contribute from anywhere, at any time. We call these conditions: collaborative freedom."



An Invitation

A new and timeless orientation toward how humans create and connect.

The Network First Codex is first and foremost an invitation into a new and timeless orientation toward how humans create and connect. New because it is a response to a particular inflection point in human history: a time when systems that sustained the basic human needs of wellbeing, connection, and meaning are breaking down at an accelerated pace. Timeless because humans are a social species, and the systems we have constructed to facilitate our collective success have recycled many of the same ideas, symbols, and basic truths over millennia.

We recognize that everything under the sun is derivative and that we are part of the perennial dialectic we humans like to call progress. In that spirit, we believe a network-first paradigm represents an advancement in collective human intelligence at a time when machine intelligence stands to amplify the systems through which humans organize themselves. The question is not whether that amplification will happen, but whether the systems being amplified are worthy of it. We offer this Codex as a gift, unencumbered by legal or commercial limitations, so that it can have the broadest positive impact possible.

The Network First Codex exists because a diverse group of humans felt called to build something different. We came together from multiple continents and from domains as varied as network science, human psychology, organizational design, healthcare, philosophy, education, financial services, theology, architecture, and technology. What drew us together was not only a shared frustration with the systems we had worked within, but a shared vision of what becomes possible when human connection is treated as the foundation of how we work, rather than a byproduct of it. That vision found its expression in the concept of collaborative freedom.

We believe people do their best work when they are connected to purpose, surrounded by those who inspire them, and empowered to contribute from anywhere, at any time. We call these conditions: collaborative freedom.

Collaborative freedom is an intentional paradox. To collaborate constrains freedom, but only through collaboration can we achieve outcomes that make our freedom worth preserving.

Collaborative freedom is also a shared responsibility shaped by how participation is invited, how accountability is practiced, and how value is shared as a network evolves.

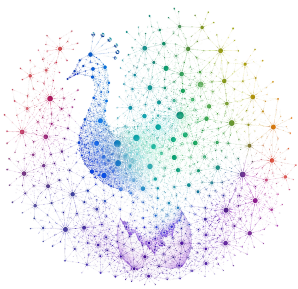
In its commitment to collaborative freedom, Network First is not an anti-hierarchy movement. It is often described as an inversion of hierarchy-first systems. However, this inversion is not about replacing hierarchy with networks, but about recognizing that networks are the underlying substrate that powers both hierarchies and decentralized systems alike. Both are simply different arrangements of nodes and edges, different expressions of the same foundational layer.

What makes this inversion possible is that networks are not an alternative to hierarchy. They are the substrate beneath it. Every organization, every institution, every movement that has ever existed was, at its foundation, a collection of nodes and edges: people, and the relationships between them. Hierarchies are one way of arranging that substrate. Decentralized systems are another. Network First does not ask us to abandon one arrangement for another. It asks us to begin from *prima materia*, the raw, formless potential beneath all of our organizing systems, and from which any structure can emerge. When we begin there, the question becomes: what arrangement of our relationships best serves the work we are here to do? Insofar as what work is, and what we are here to do are genuine questions at the heart of a human life, and simultaneously undergoing dramatic, technology-driven transformation, Network First invites a reorientation to the organizing process itself, rather than a critique of hierarchy or prescriptive doctrine.

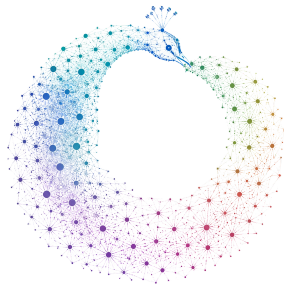
This Codex is grounded in the principles articulated in the Network First Manifesto, which serves as its philosophical anchor and point of departure.

We offer it in the spirit of the open-source movements that came before us: a living document that belongs to anyone willing to take its principles seriously.

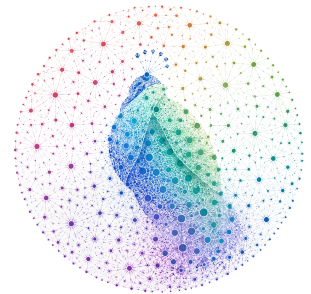
Together, these eight elements form the structural foundation of the Codex:



**I. The Network First
Manifesto**



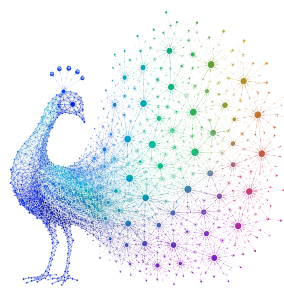
II. The 8C Framework



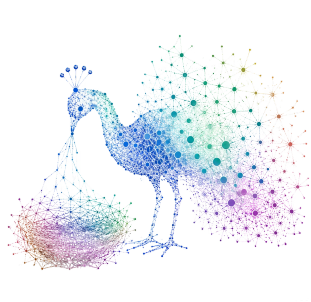
**III. Network First
Semiotics**



IV. Network First Poetics



**V. Organizational Network
Analysis**



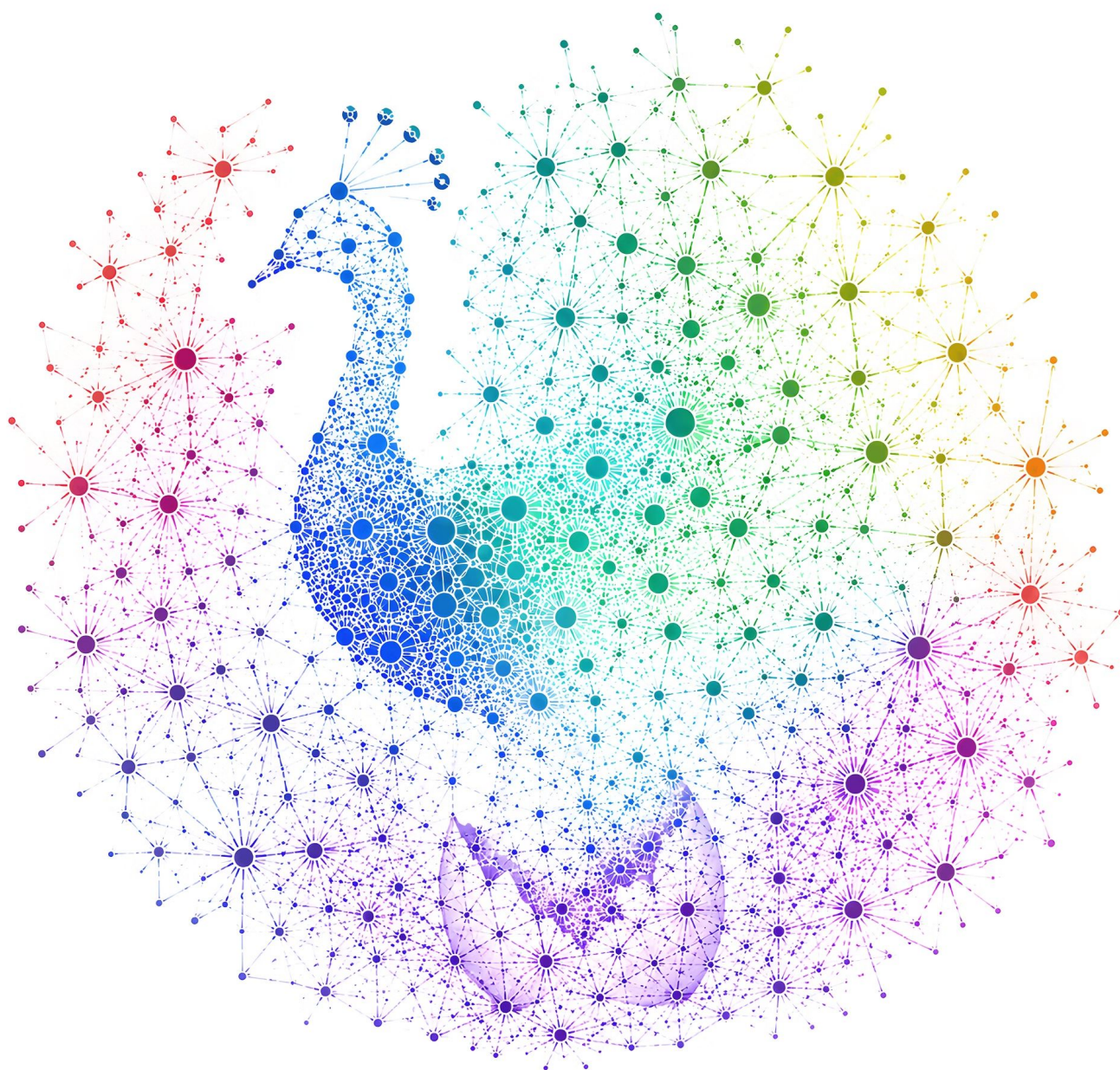
**VI. Network First
Workplace Design**



**VII. Network First
eCommons**



VIII. Network First Pledge



I. The Network First Manifesto

The philosophical foundation.

The Network First Manifesto serves as the philosophical foundation of the Codex. It defines the core beliefs and principles behind operating in a network-first way, grounded in human connection, trust, and collaborative freedom.

While the Codex focuses on practices and applications, the Manifesto explains the why behind them.

At its core, the Manifesto recognizes that as artificial intelligence accelerates decision-making and execution, the true differentiator becomes the quality of human connection and the social capital it generates.

Within this context, the Manifesto introduces eight core principles for operating effectively in a network-first world:

1

Social Beings at Our Core

We are wired to connect. Social connection isn't optional; it's fundamental to being human. Our brains are wired for relationships. From our evolutionary roots to modern neuroscience, the message is the same: we flourish through connection. Whether through deep bonds, casual ties, or collective collaboration, our networks shape how we live, learn, and lead. Being social isn't just something we do. It's who we are.

2

Social Capital and Network Literacy

We believe social capital is the new differentiator, and everyone should have the power to build and activate it. In a world where AI can replicate skills and knowledge, what sets individuals apart is their network, the strength, diversity, and credibility of their relationships. We champion tools, education, practices, and ethical guidelines that make network thinking accessible to all. This empowers people to connect with purpose, collaborate smarter, and accelerate their impact.

3

Open and Closed Networks

We value both open and closed networks. Open networks connect us with diverse people and ideas. They spark discovery, innovation, and adaptability, helping us find new solutions to unfamiliar problems. Closed networks bring together people who know and trust each other. They enable alignment, focus, and effective execution. It's not either/or. It's knowing when to explore and when to refine.

4

Speed and Stability Balance

We believe that in today's fast-moving world, speed ignites innovation, but stability sustains it. Small, agile teams spark breakthroughs by moving quickly and experimenting boldly. Larger, stable teams turn those sparks into fire, integrating, scaling, and safeguarding what works. But here's the catch: go too fast and you break things. Move too slow and you miss the moment. A network-first mindset doesn't pick a side. It masters a balance.

5

Dynamic Nature of Networks

We believe that in a fast-paced, AI-driven world, social fluidity will set people apart. The most successful professionals don't just develop their networks. They move through them with precision. They integrate quickly into new groups, step out of stagnant circles, reach beyond familiar peers, and connect to mentors and sponsors. Social movement turns adaptability into advantage, making the right connections at the right time to accelerate growth.

6

Formal and Informal Networks

We believe that understanding both formal and informal networks is essential to success. Formal hierarchy provides structure, clarity, and accountability. It ensures alignment and coordinated action. Informal networks, though often invisible, are built on trust and personal relationships. They influence how daily decisions are made, how ideas spread, and how work truly gets done. Both play a vital role in enabling communication, coordination, and impact.

7

Manage Collaborative Demand

We believe that managing collaborative demand is critical to sustained success because connection should empower performance, not exhaust it. When collaboration is unchecked, it turns from catalyst to constraint. Time gets fragmented, focus disappears, and people burn out under the weight of endless meetings, messages, and disruptions. In today's demanding world, proactively managing collaboration demand isn't optional; it's essential.

These principles are not prescriptive rules, but guiding lenses. They are designed to help individuals and organizations better understand how networks function, how value is created through relationships, and how to intentionally design for collaboration in increasingly complex environments.

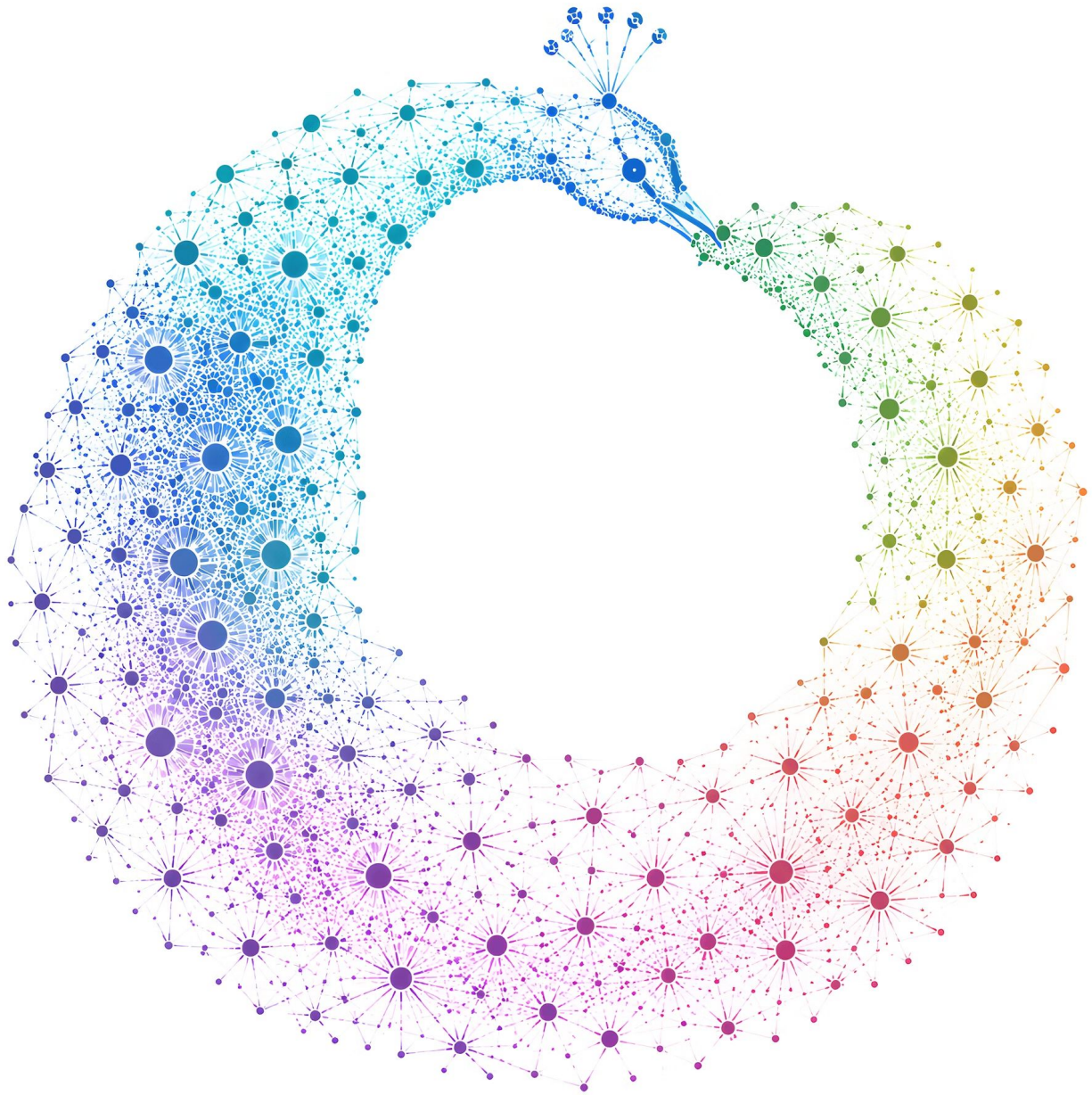
The Codex builds directly on these principles, translating them into actionable frameworks, practices, and systems. In this sense, the Manifesto provides the foundation, while the Codex provides the structure through which that foundation can be applied, tested, and evolved.

Together, they form a living system: the Manifesto defines the orientation, and the Codex enables its realization in practice.

8

Collaborative Freedom

We believe people do their best work when they're connected to purpose, surrounded by those who inspire them, and empowered to contribute from anywhere, at any time. In a world defined by change, we design systems that help people feel seen, connected, and part of something greater. The result is collaboration that is intentional, authentic and creative. That is, human.



II. The 8C Framework

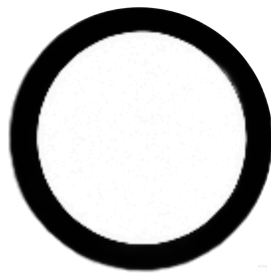
A network cycle. Eight phases. One living system.

The 8C framework, like network-first itself, is both an operational framework and a way of seeing. Those who are new to network-first might begin at the group or project scale, using the 8Cs as a way to practice network-first ways of working.

But the calling from which network-first emerged was more radical than an iteration on project workflows. It was to intentionally design an initiation into a new way of being: one in which those who truly embrace network-first and commit to collaborative freedom are changed by the work itself.

The original Network First Manifesto community took on the task of dreaming, building, experimenting with, and documenting this paradigm to share with the world. In that way it became its own proof of concept, bringing together hundreds of people from across the globe. As the NFM community matured, it too became an expression of the 8C framework at scale.

The 8Cs are therefore a lens through which one can observe individual transformation, group process, and network maturity simultaneously. Each scale informs the others. As an individual internalizes a network-first perspective, it shapes how they show up and how they affect the field around them. The work that network-first project groups produce builds architecture, meaning, and sense-making across the network. And the network itself, in time, becomes a beacon that shapes communities far beyond its edges, rippling outward across the world. We present here three scales of the 8C framework: Individual, Group, Network.



Calling

Individual

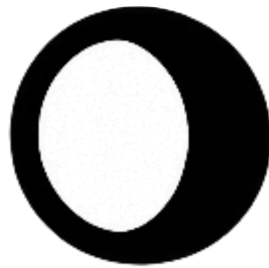
Something stirs; an inner intuition surfaces

Project

A proposal is submitted and made visible

Network

A dream of collaborative freedom arises in an individual or group and is strong enough to attract others



Converging

Individual

I make my calling legible to others

Project

Network discusses and ratifies the proposal

Network

Shared language and decision practices develop



Catalyzing

Individual

I commit to holding energy for others, not just myself

Project

Catalyst opens space and generates momentum while maintaining collaborative freedom

Network

Projects begin to form and produce artifacts as well as strengthen relationships



Cohering

Individual

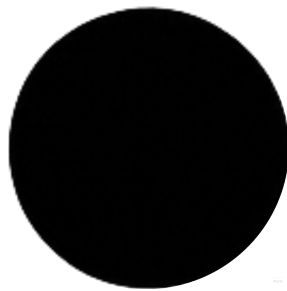
My contribution emerges from the work rather than being assigned or compelled

Project

A collaborative rhythm takes shape as a shared North star comes into focus

Network

Culture and norms form through practice; attention is paid to structures that allow the network to remain open and inviting to newcomers



Crafting

Individual

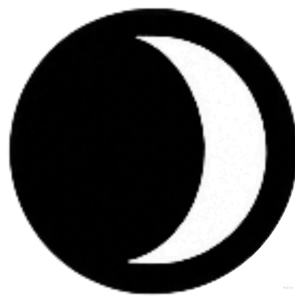
My individual capacity becomes tangible offering

Project

Coordinated work produces shared artifacts or contributes to network nurturing

Network

Meta-projects build lasting network architecture: Poetics, Semiotics, eCommons, ONA. The network crafts its own identity and language through meta projects



Condensing

Individual

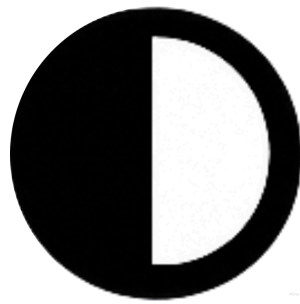
I reflect on what I've learned

Project

Outputs are translated into transferable formats

Network

The Codex emerges: meta-project learning is gathered and distilled



Circulating

Individual

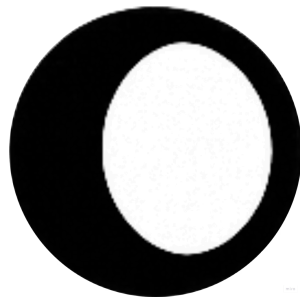
My learning becomes collective resource

Project

Artifacts and learnings are shared through network infrastructure

Network

Network First intelligence moves outward: i.e. books, podcasts, consulting, narrative, new business models, and technology



Crystallizing

Individual

My contribution changes who I am

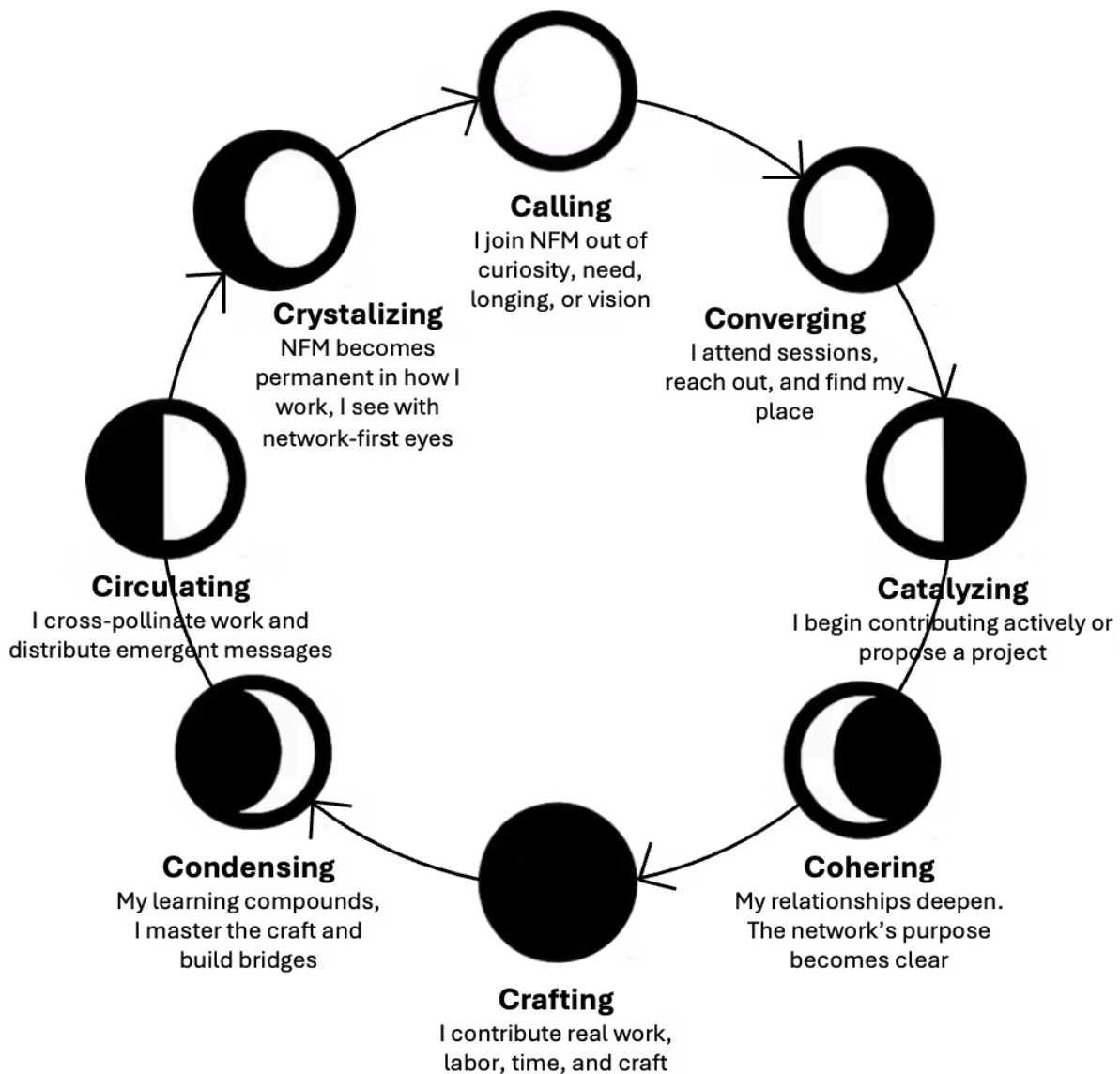
Project

Project becomes embedded network architecture either through its contributions to the network or as sustained practice

Network

Network First frameworks shape how others think about networks, work, and contribution. Other networks emerge and find new ways to define, hold and embody collaborative freedom

The 8C Framework: Individual Scale



Individuals discover Network First through a crack in the old system. Sometimes that crack is a layoff. Sometimes it is a title people would dream of, and a body and soul that are exhausted. An existential fatigue.

Sometimes it is simply the dream I carry in my heart that a more beautiful world is possible. That dream can live at any scale. For some of us it is the dream that one small thing could be better: a product, a process, a team. For others it is the dream of a world with less suffering, where we feed everyone, house everyone, restore dignity. Some of us arrive still shaped by the old system: achievement-oriented, chasing the next big thing. All of these are valid ways a calling to embrace a network-first way of working announces itself.

So, the search begins for a village of like-minded thinkers, or if I have a propensity for evangelism, I recruit others to my cause. In doing so, I immediately encounter the tension between autonomy and collective action. We call the equilibrium point of this tension collaborative freedom. I may not yet feel adept at practicing it, but I sense what is possible when individuals are allowed to direct their energy and time toward purpose with people who inspire them and maintain a greater degree of autonomy in when and how they contribute.

As I practice working in this way, I begin to understand what the network needs in order to remain generative and self-sustaining. I become invested in its health such that I begin to ask how my own gifts might contribute to it. The relationships I have built with others begin to exert a kind of gravitational pull, drawing me deeper into the community. I am both a change agent, and one who is changed by the relationships around me: we call this becoming a catalyst.

Through active engagement, I grasp threads and connect dots I couldn't before. I begin to see a window into something many wisdom traditions, as well as areas of psychological research refer to as interbeing. I am an individual, yes, but I cannot exist as I am except in relation to others. Paradoxically, this process begins to reveal inner and outer capacities I had perhaps abandoned or sidelined because I am able to pursue the work that feels most meaningful to me. I begin to see what I alone can offer through the lens of what we can build together. This process leads to greater internal coherence.

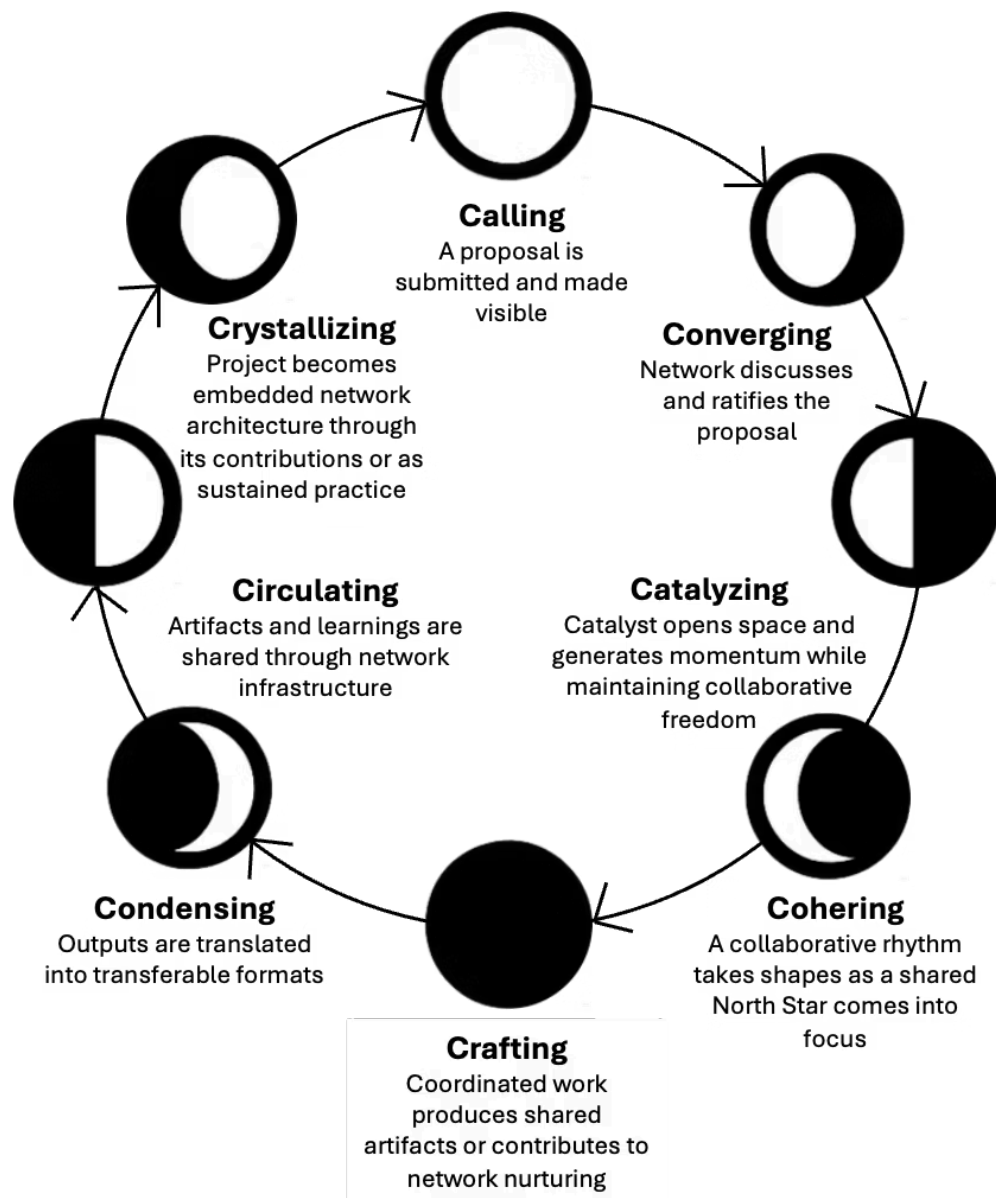
And so, I build. Not just thinking about contributing, or talking about it, or contemplating it. Through real effort, real sweat, I begin to co-create. Tangible things come into being through my hands and through my relationships. Crafting something real teaches me who I am and I return that gift freely not because I am compelled or obliged, but because the feedback loop of self-understanding and meaningful contribution is an upward spiral that is self-sustaining.

As that upward spiral matures, I begin to see beyond the network to a larger frame. The network is not the whole. It is itself a node in a vast network. I am a node within a node. The edges keep moving outward. My understanding of networks as the underlying substrate from which all human collaboration emerges condenses and deepens.

What I have learned begins to flow through me into others, circulating through the network and beyond it. I don't just understand interbeing; I inter-be. My knowledge becomes network intelligence. My craft inspires others toward their own callings, and the meaning compounds across the community in ways I could not have predicted and do not need to control.

There is now a before and an after. I cannot unbecome a network-first creator. I know my gifts in a way I didn't before. I know why and how to give them away. I move through the world differently, not because the world has changed, but because I carry collaborative freedom in my bones as crystallized, experientially derived knowledge.

The 8C Framework: Group (Project) Scale



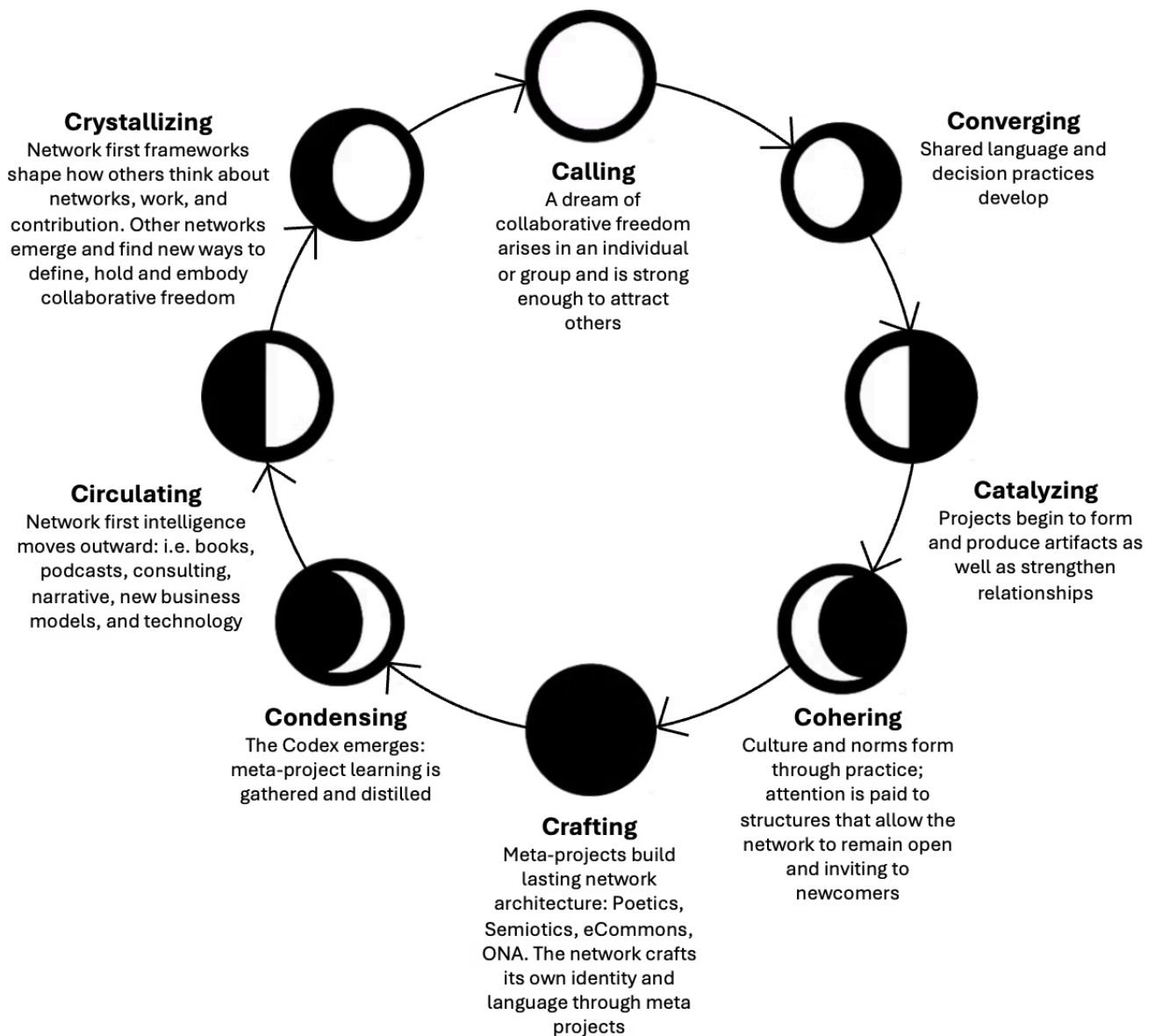
The contributors to a Network-first project find each other through a shared calling. That calling is typically made visible to the network through a proposal. Sometimes we are strangers who arrive at the same convergence.

Sometimes one of us has a vision and goes looking for others who feel it too. We don't always know exactly what we are building, only that something wants to be built. The network validates this through the act of ratification to protect its members from burnout and overextraction and to preserve the generative quality of its ask for members' time and attention. The Project Catalyst builds and holds the container for collaborative freedom, not as a manager but as the person who keeps the energy from dissipating before the work has found its form.

We begin to find our rhythm and the project coheres. Different forms of contribution emerge as we learn what the project actually needs and these needs find alignment with the individual calling and experience of project contributors. Crafting is the phase that separates intention from contribution. Something actually gets built. But crafting does not always produce an artifact. Some network-first projects become part of the network architecture itself, such as Poetics or Semiotics, where members continually participate in collective sense-making through the craft itself. The practice of crafting is accompanied by reflection on our ways of working. This process of condensing not only what we've built but how we built it transforms our learning into something transferable, something the rest of the network can use in addition to the project's outputs.

Circulating the project's work within and beyond the network is a collective effort of the project's contributors. We share updates and learnings at the Convergence, in communication channels, at events, through formal and informal dialogue. What began as one group's work enters the commons so that others can build on it freely. The moment that a project begins to crystallize is also the moment when it is no longer just ours. Its language starts appearing in other proposals. Its frameworks get borrowed and adapted. What we built becomes part of how the network itself evolves.

The 8C Framework: Network Scale



The calling that begins a network is not unlike the calling that draws an individual toward one.

It is the dream of collaborative freedom at scale. One person holds that dream clearly enough, and long enough, that others begin to find their way toward it.

They converge from different fields, perhaps different countries, languages, perspectives, experiences, politics, through different cracks in the old system.

A language begins to form. Organically, through conversation and experiment, the network finds words for what it is trying to do. Collaborative freedom. Network nurturing. Calling. Converging. Catalyzing. Cohering. Crafting. Condensing. Circulating. Crystallizing. The emergence of a shared symbolic system is the first sign that something coherent is arising from what might otherwise remain a loose collection of individuals.

As relationships, trust, and commitment deepen, projects begin to multiply. Each one is a small bet on a more beautiful world anchored by shared principles. Each catalyst who steps forward to hold a project demonstrates something the whole network needs to see in order to maintain the suspension of disbelief that its own spell of words has woven: collaborative freedom embodied.

The craft among crafts is that of becoming an engine of collaborative freedom. The network, as a system, builds this engine in a way no individual can at scale.

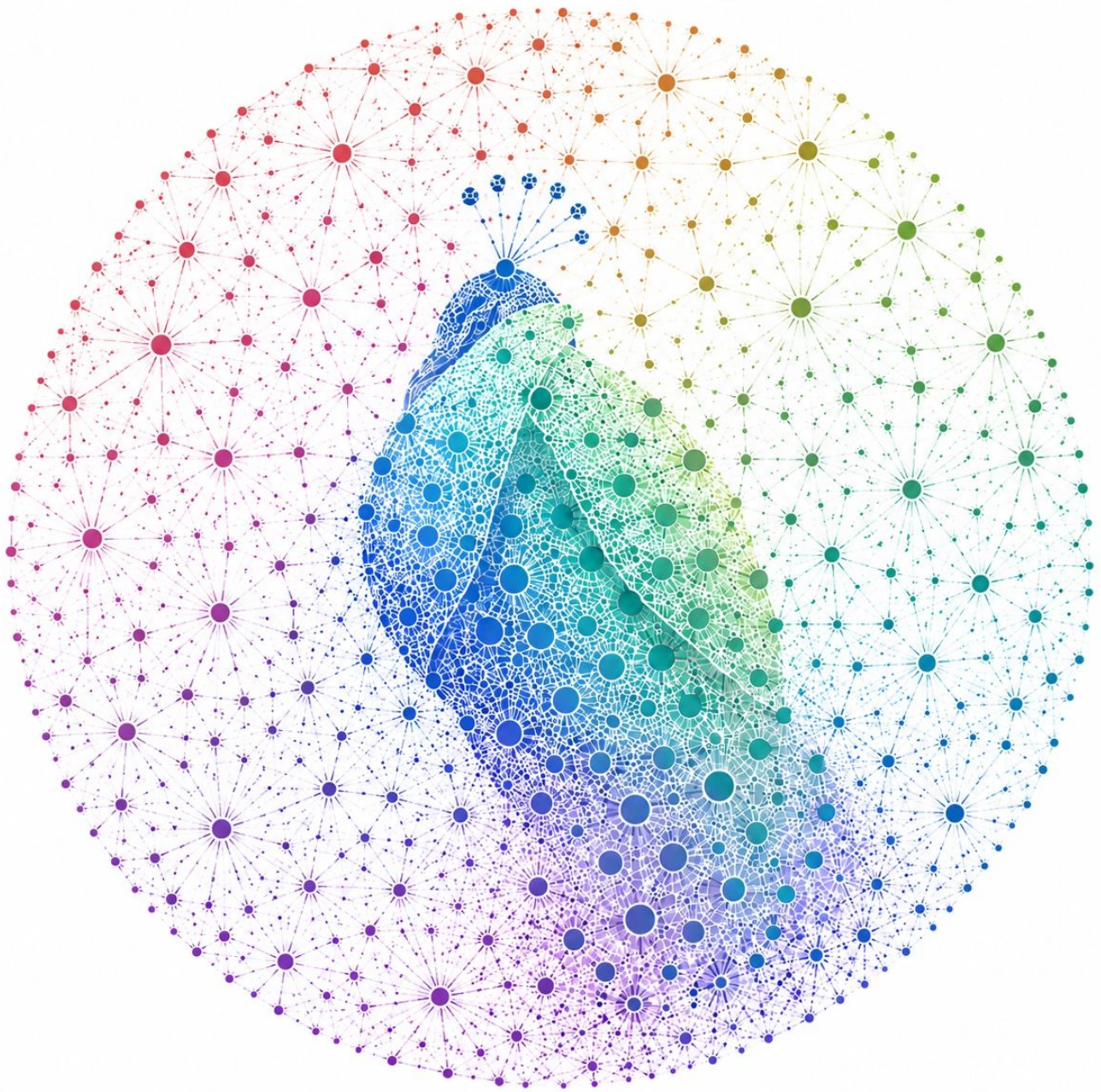
A signal of the engine forming is that people continue to show up in the same ways, honoring the same values, and inspiring others to do the same without resorting to hierarchy-first methods of control. The network begins to know what it is as its own systemic self-understanding enables it to invite an ever-widening range of collaborators into the fold. Guiding emerges as practice so that newcomers can find their way in to shape and be shaped by the network as it grows. Through a critical mass of committed contributors, projects begin to dialogue with each other as their work circulates and the boundaries between projects become more porous; some projects begin to work on the network itself through language, symbolism, analysis, visualization, documentation, governance. These projects reflect the act of the network crafting its own identity from the inside out.

Out of all of that making, a new need emerges: condensing not only the artifacts produced, but the understanding that produced them into a format that can inspire other individuals, groups, and whole societies to embrace the promise of collaborative freedom. The Codex is not a project among projects. It is what becomes possible through the work of many projects. It is the network itself embodying contribution over extraction and birthing a gift offered freely to the world.

When what has been built condenses into this stable form, it can be carried into the world, circulated beyond the network, through conversations, books, consulting, art, technology, myriad forms of individual and collective expression. The story of Network First and collaborative freedom gets told in new places, and new people feel the same pull that brought the original founders together.

And then, if collaborative freedom has been honored at every step along the way, the network is no longer just a community with good ideas. It has crystallized into its own proof of concept. Its language starts appearing in other networks, other movements, other conversations happening far beyond its edges. What began as a gathering becomes part of how people think about what is possible.

The network has not disappeared. But it has become something larger than itself in the way that a single drop of rain entering a river has not ceased to be water.



III. Network First Semiotics

Symbols that carry shared meaning across the network.

In a network-first environment, meaning cannot be imposed. It must emerge, be shared, and be continuously interpreted across the network. This is where semiotics becomes critical.

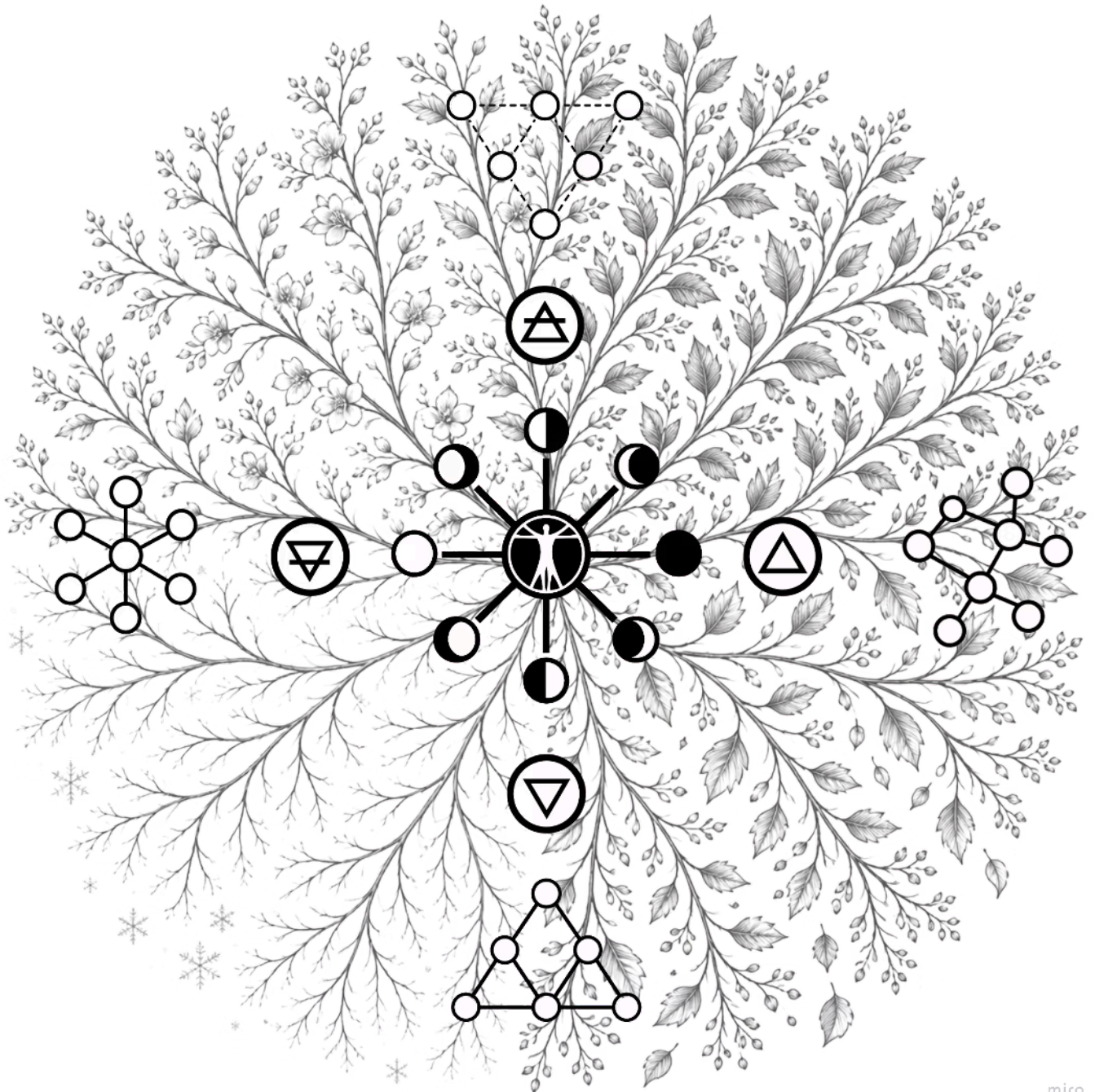
Network First Semiotics refers to the intentional co-creation of symbols that carry shared meaning across the network. These symbols act as anchors for collective understanding, allowing complex ideas, values, and dynamics to be communicated intuitively rather than purely through explicit instruction.

Symbols compress meaning. They enable faster alignment, deeper resonance, and a sense of belonging that transcends language. In decentralized and fluid environments, where participants may enter and exit at different times and levels of engagement, symbols provide continuity and coherence.

Importantly, these symbols are not designed top-down. They emerge through participation. Their legitimacy comes from recognition and adoption within the network itself. Over time, they become part of the network's identity, shaping how members perceive, interpret, and act.

In this sense, semiotics is not decorative. It is infrastructural. It enables shared sense-making, reinforces culture, and allows the network to operate with clarity without relying on centralized control.

Network First Semiotics in Practice: Network First Mandala integrating archetypes, elements, and relational structures.



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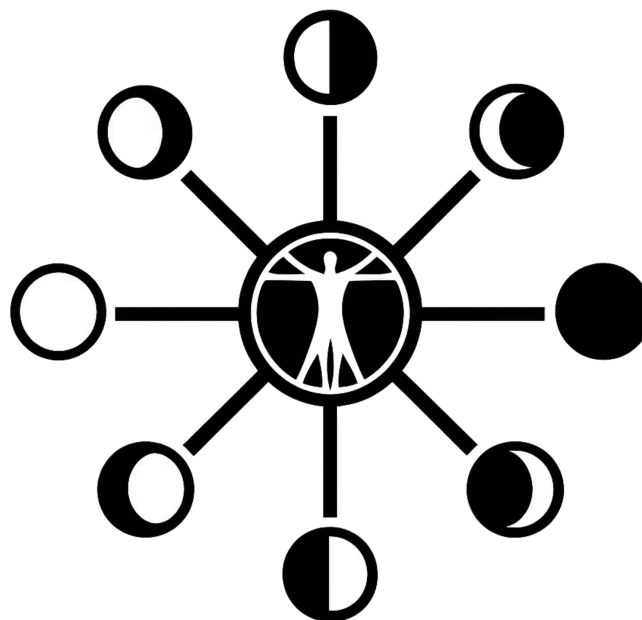
The Network-First Mandala above represents an example of Network First Semiotics, co-created within the community to encode shared meaning, archetypal structures, and relational dynamics.

The Network-First Mandala was used by the community during network guiding sessions to help new members intuitively understand the broader ecosystem, its principles, and the relationships between its different layers and concepts.

The symbolic structure of this mandala represents the human experience within a network-first framework, emphasizing balance, emergence, and the navigation of complementary dualities.

The surrounding tree structure reinforces the idea that networks are living systems: interconnected, adaptive, cyclical, and constantly evolving through changing conditions and seasons.

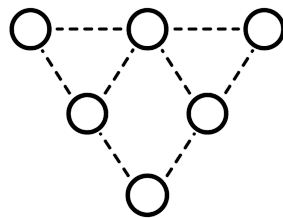
At the center, the human figure symbolizes the individual continuously navigating opposing yet interconnected forces rather than existing within rigid binaries.



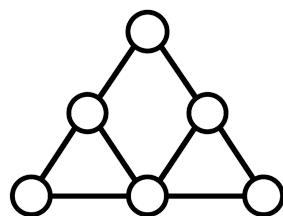
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The vertical axis represents time and resource dynamics:

The top symbol represents the post-scarcity era, associated with abundance, fluid collaboration, creativity, and expanded human potential. In this stage, value emerges less from competition and rigid hierarchies, and more from collective intelligence, meaningful connection, and collaborative freedom. The symbol reflects a transition toward systems where creativity, purpose, and shared prosperity become central drivers of progress.

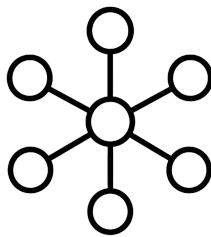


The bottom symbol represents the era of scarcity, associated with limitation, survival, hierarchy, and constrained access to resources. In this stage, systems are primarily organized around control, competition, and the management of finite assets, often reinforcing rigid structures and centralized decision-making. The symbol reflects a worldview shaped by uncertainty and resource dependency, where access, stability, and power are unevenly distributed.

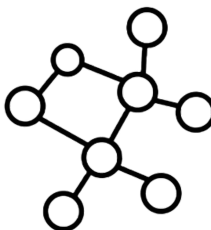


The horizontal axis represents organizational structure and coordination:

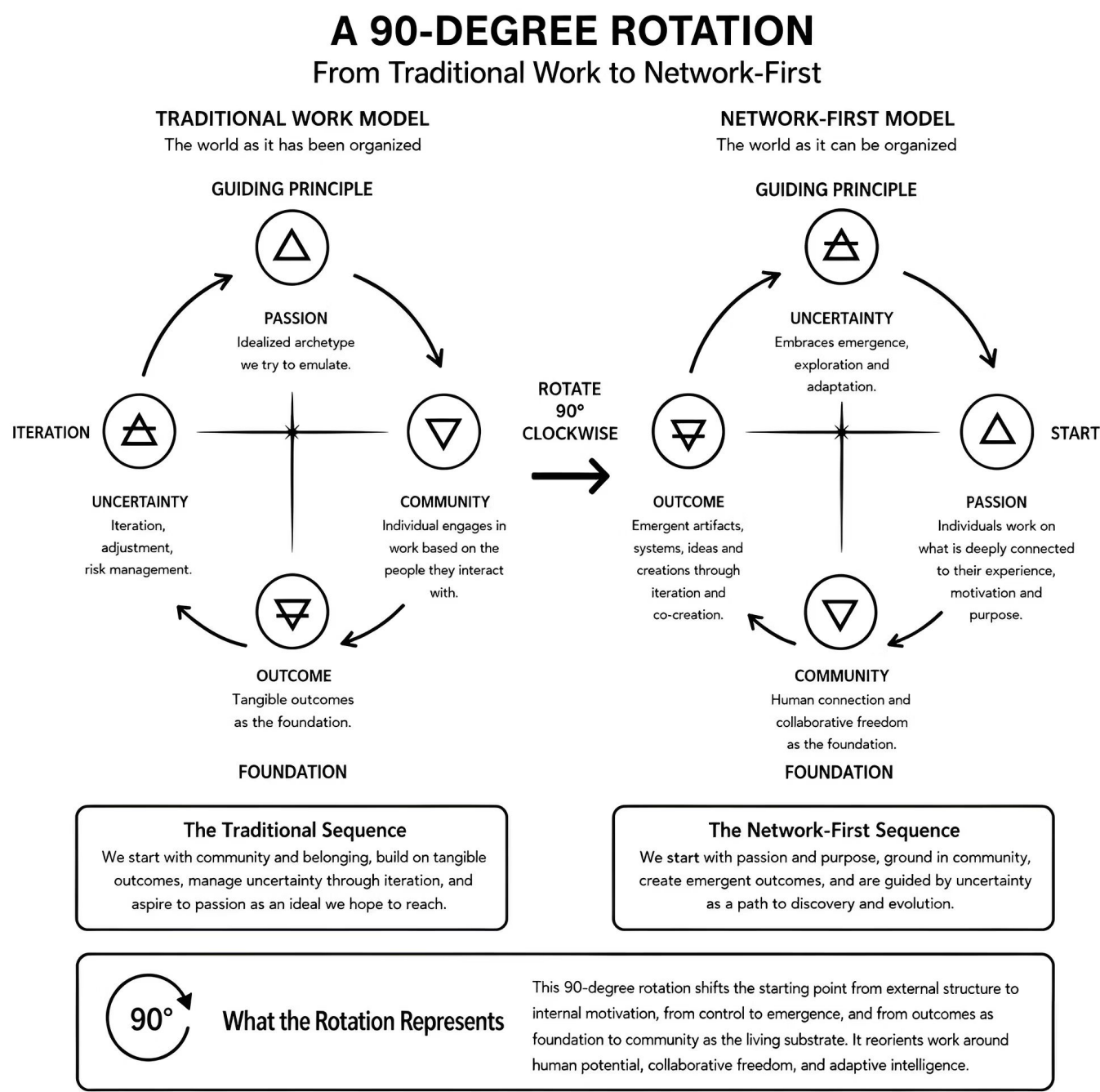
The left symbol represents centralization. It reflects systems organized around concentrated authority, coordinated decision-making, and structured control flowing through a central node or institution. In this model, stability, efficiency, and alignment are often prioritized through hierarchical structures that manage information, resources, and strategic direction from the center outward.



The right symbol represents decentralization. It reflects systems where coordination, decision-making, and value creation are distributed across interconnected participants rather than concentrated within a single authority. In this model, autonomy, adaptability, and peer-to-peer collaboration emerge through networks that enable more fluid participation, resilience, and shared ownership.



The framework below explains the meaning of the symbolic positions referenced throughout the Network-First Mandala and how their 90-degree rotation reflects the transition from a traditional work paradigm toward a network-first model.



This model represents a symbolic rotation of the traditional work paradigm. The rotation reflects a fundamental shift in what acts as the starting point, foundation, outcome, and guiding principle of organizational life. By rotating the cycle, the network-first approach reorients work away from hierarchy-first coordination and toward systems grounded in intrinsic motivation, human connection, emergent outcomes, and adaptive intelligence.

In the traditional model, the cycle begins at the Start with Community. Individuals typically engage in work based on the teams, institutions, or professional environments they are already connected to. Belonging precedes purpose. Work is often shaped by existing structures, roles, and social expectations rather than intrinsic motivation.

From there, the cycle moves to the Foundation, where Outcomes become the basis of legitimacy and stability. Organizations orient themselves around measurable production, efficiency, deliverables, and accumulation. Material output becomes the primary reference point for decision-making and value creation.

The cycle then progresses through Iteration, where Uncertainty is treated as a secondary phase associated with adjustment, optimization, and risk management. Exploration exists, but usually within predefined boundaries. Innovation is often constrained by the need to preserve operational predictability.

Finally, the cycle culminates at the Guiding Principle, where Passion exists primarily as an aspirational archetype. Inspiration, purpose, and personal fulfillment are elevated symbolically, but frequently remain detached from everyday operational reality. Passion becomes something individuals are encouraged to emulate rather than something structurally embedded into the system itself.

The network-first rotation reorients this entire logic by making Passion the Start. Intrinsic motivation becomes the initiating force of work rather than the final aspiration. Instead of beginning with institutional belonging, the cycle begins with personal resonance, curiosity, and lived experience.

Community moves to the Foundation, repositioning human connection not as a prerequisite imposed by structure, but as the living substrate that naturally emerges when intrinsically motivated individuals connect around shared purpose. Connection becomes the basis of coordination rather than a byproduct of hierarchy.

Outcomes move into Iteration, transforming results from static foundations into emergent artifacts produced through ongoing collaboration. Tangible outputs remain important, but they are understood as evolving expressions of networked intelligence rather than fixed anchors of control. Outcomes emerge through experimentation, adaptation, and collective sense-making.

Uncertainty becomes the Guiding Principle, elevating exploration, emergence, adaptability, and openness to the unknown into central organizing dynamics of the system. Rather than being treated as a problem to minimize, uncertainty becomes the compass that guides discovery, learning, and evolution.

The rotation therefore represents more than a symbolic rearrangement. It reflects a transition from systems optimized for stability, predictability, and institutional coordination toward systems designed to maximize human connection, collaborative freedom, adaptability, and emergent intelligence. The starting point shifts from assigned belonging to intrinsic motivation. The foundation shifts from material outcomes to human connection. Outcomes become emergent rather than predetermined. And uncertainty becomes a source of guidance rather than a source of fear. In this orientation, organizations become living networks capable of continuously evolving through the intelligence embedded in their relationships.



IV. Network First Poetics

The language through which the network becomes aware of itself.

If semiotics shapes how meaning is seen, poetics shapes how meaning is expressed.

Network First Poetics refers to the creation of a shared nomenclature that reflects the underlying logic and lived experience of a network-first system. Language is not neutral. The words we use define how we think, what we notice, and how we relate to one another.

Traditional organizational language is often rooted in hierarchy-first thinking: roles, reporting lines, ownership, control. A network-first environment requires a different vocabulary, one that reflects participation, emergence, contribution, and flow.

Creating this shared language is essential. It allows members to articulate experiences that would otherwise remain invisible. It enables coordination without over-specification. It makes the implicit visible.

Like semiotics, poetics is co-created. It evolves as the network evolves. Terms gain meaning through use, through shared context, and through the collective experience of the network.

Over time, this shared nomenclature becomes a powerful layer of infrastructure. It accelerates onboarding, deepens alignment, and reinforces the principles of collaborative freedom.

In a network-first system, language is not just a tool for communication. It is a medium through which the network becomes aware of itself.

Network First Poetics in Practice:

Network First Glossary

The following glossary is a living example of Network First Poetics in action. It was co-created within the community to name the dynamics, roles, and practices that make a network-first system legible, repeatable, and teachable. Each term below reflects the underlying logic of collaborative freedom — making the implicit visible, and giving the network language through which it can know itself.

We believe people can do their best work when they're connected to purpose, surrounded by those who inspire them, and empowered to contribute from anywhere, at any time. We call these conditions: collaborative freedom.

Collaborative freedom is a shared responsibility shaped by how participation is invited, how accountability is practiced, and how value is shared as the network evolves. It names a practiced balance between individual agency and collective commitment within a living network. Collaborative freedom holds the tension between openness and accountability, enabling participation without defaulting to hierarchy-first control or collapsing into market individualism.

Beyond the lived expression embodied by individual members, collaborative freedom is sustained by network architecture that creates space for shared ownership, emergent value, and participation that is chosen rather than compelled. Both aspirational and lived, collaborative freedom deepens as trust, clarity, and commitment grow across the network.

Collaborative freedom invites perpetual attention to how our everyday choices shape the systems we inhabit and co-create. It asks us to notice how collaboration is structured, how power moves, and how care is practiced at every scale. When this attention is held, collaboration becomes intentional, authentic, and creative; work allows people to feel seen, connected, and meaningfully engaged in something larger than themselves; value reflects not only what is efficient or scalable, but what is distinctly human.

Network Convergence

A Network Convergence is a gathering of the network designed to increase visibility, coherence, and connection across active work.

During a Convergence, Project Catalysts share updates to make their efforts legible to the whole network. New project proposals are surfaced and explored in the open, and time is intentionally created for organic connection through conversation and shared reflection.

Unlike a traditional "all hands" meeting, a Network Convergence does not center top-down communication or passive attendance. It is designed as a convergence of founding members, where transparency replaces reporting, and shared context enables new nodes of collaboration to form.

The current format typically includes:

- Project Catalysts sharing updates to increase network-wide visibility
- Space for new project proposals to be presented and explored
- Breakout conversations that support organic connection and emergence

The term Network Convergence reflects a deliberate move away from hierarchy-first assumptions about who calls the meeting, who speaks, and how others engage. It emphasizes coming together as a network of peers, rather than assembling under a chain of command.

Network Drift

Network drift is the natural tendency of a network, or a project within it, to move away from its stated purpose over time. Like entropy, it is not inherently positive or negative. It is simply present, a structural feature of any living system in which people, ideas, and energy are in constant motion.

In hierarchy-first organizations, drift is typically treated as a failure of discipline or direction, something to be corrected, contained, or prevented. In a network-first context, drift is understood differently: as a force to be noticed, calibrated, and at times, welcomed. Some of the most generative moments in a network happen through drift. A conversation wanders, a new perspective enters, and something that could not have been planned begins to take shape. Drift is often how networks learn.

At the same time, drift carries real risks. A project that drifts too far from its original intention may lose the people who joined it precisely because of that intention. Members begin to feel, over time, that the work no longer reflects what called them to contribute in the first place. This can happen within a project or within the network as a whole.

Noticing and responding to drift is a collective responsibility. When a project begins to drift, it falls to the group, and in particular to the Catalyst, to re-anchor to the project's purpose. This is also an act of discernment: recognizing what belongs to this project and what may be calling for a new one.

The tension at the heart of drift is the same tension that runs through all generative work: between experimenting and persisting, between following what is emerging and completing what was started. Network-first systems invite a conscious calibration of the freedom to engage in non-linear thinking and process with the structure that nurtures collaboration. In that way, the ability to recognize and navigate drift with curiosity and intention, rather than enforcement, is a sign of a healthy Network-first organization and essential to the stewardship of collaborative freedom.

Network First Project

A Network First Project is a container for collective co-creation. It begins when a member feels called to contribute something to the network, or through it. That calling is articulated in a project proposal, and if the network ratifies it, the Project takes on a life shaped by the people who gather around it and the work that emerges.

Projects vary in form. Some have defined teams and a clear endpoint. Others take the form of ongoing practices or lasting network infrastructure, sustained by human connection and collaborative freedom as much as by objectives. What all these valid forms of contribution share is the orientation of people who have chosen to be here, building something together because the building itself has value, not only the thing being built. What matters in a network-first context is not whether a Project moves fast or stays tidy, but whether it circulates value within the network, beyond the network, and whether the people doing it remain intrinsically invested in the work. A Project draws on the network's energy and attention, and returns something to it. The orientation is always toward contribution, not extraction.

A Network First Project is both operational and relational: something you do and something you are changed by. When you see "Project" in a channel name or a proposal form, think of it as shorthand for: a named space where the network has agreed to direct energy toward something, trusting that the work will transform the idea, the people doing it, and the network itself.

Network Guiding

Network Guiding is a function that supports entry and movement within a network. It may be performed by a person, shared artifact, or agent, often in combination. A Network Guide helps people orient, translate shared language and norms, and discover pathways for meaningful connection and contribution. This is not a fixed role or centralized authority, but a fluid practice that can be taken up at different moments and edges of the network. Guiding relies on mutual consent and responsiveness, honoring agency on both sides of the connection. The Guide functions as a living interface, helping people move from curiosity to participation while preserving the distributed, self-organizing nature of the system.

Network Nurturing

Network nurturing is the practice of tending to the relationships, conditions, and energy that protect collaborative freedom. Collaborative freedom, the ability to do meaningful work with people who inspire you, from anywhere, at any time, is not self-sustaining. It breaks down when relationships become transactional, when work becomes extractive, and when the invisible labor of holding a network together falls on too few people for too long. Network nurturing is the distributed answer to that fragility.

In most professional contexts, networking is transactional: you connect with someone because of what that connection might yield. Network nurturing inverts that logic. The question is not what the network can offer you, but what you can offer it, and whether you are paying enough attention to know what it needs.

Trust is the currency that makes a network like this one real. It is built slowly and organically through acts such as keeping a commitment, giving genuine time and attention, witnessing someone's contribution before anyone else notices it. These form the invisible architecture of a healthy network. Network nurturing is what it looks like to tend that architecture, deliberately and continuously, not as a transaction but as a practice.

This can look like many things: checking in with a member you haven't heard from, offering expertise to advance collaborative work, stepping into a rotating facilitation role, and more. It can also be a deliberate practice, a moment at the opening of a meeting, for example, where participants pause to tend to the network before turning to the work.

Network nurturing is what contribution looks like at the relational level. It is how trust builds, how belonging is sustained, and how a network remains a living thing rather than a list of names.

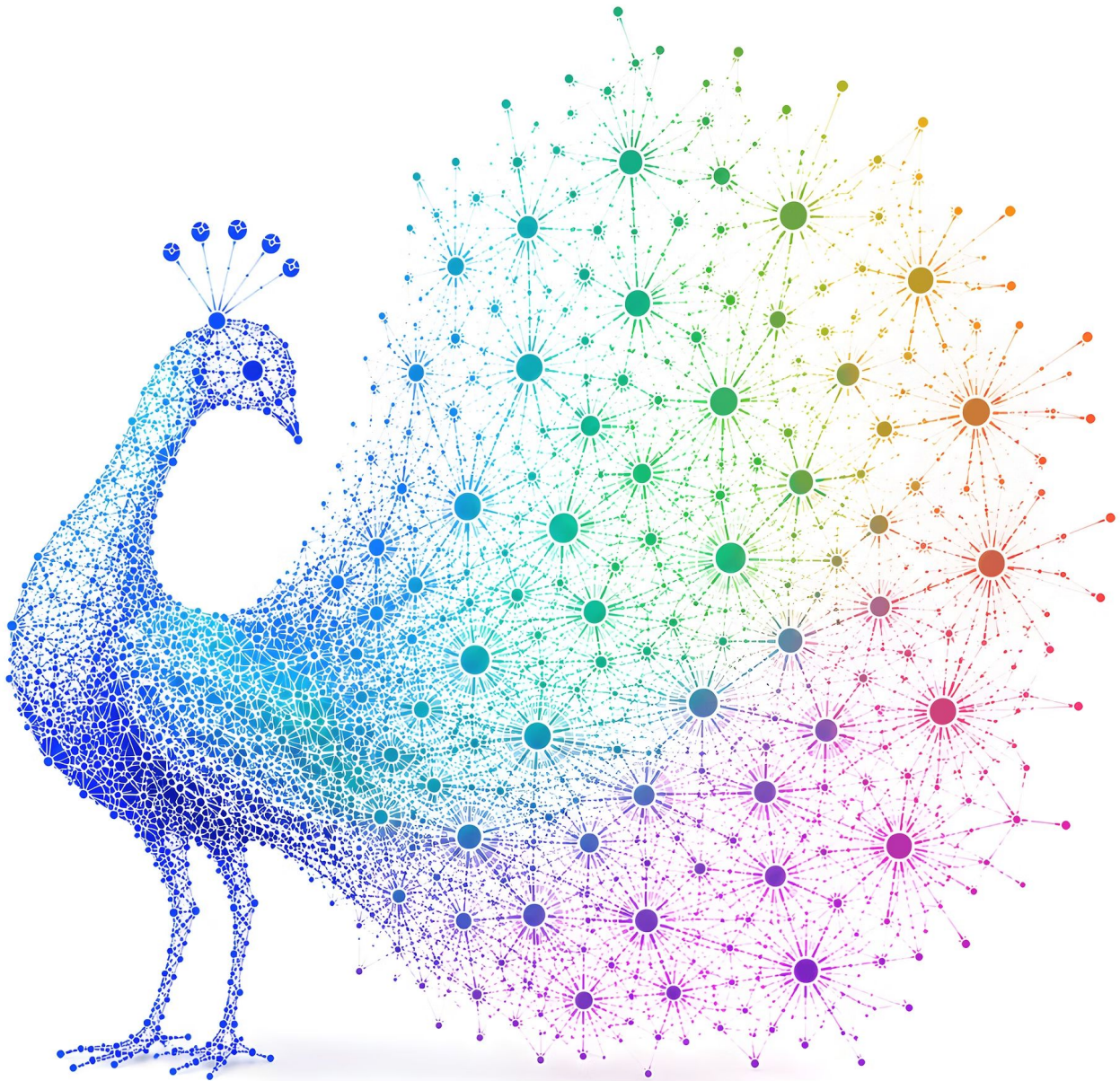
Project Catalyst

In a network-first paradigm, a Project Catalyst is the person who initiates and stewards a shared body of work without defaulting to hierarchy-first assumptions.

Rather than directing people or assigning tasks, the Catalyst builds the container for collaboration. They clarify intent, articulate the shared north star, and tend the conditions that allow diverse contributors to move together with coherence.

While the role may include responsibility, ownership, and limited decision rights, its purpose is not control. A Catalyst balances momentum and stability, manages collaborative demand, and protects the integrity of the work so participation remains generative rather than extractive.

The term Catalyst intentionally disrupts the language of "project lead." It signals a shift from managing people to enabling emergence, and from authority derived from position to stewardship earned through care for the work and the network around it.



V. Organizational Network Analysis

Seeing how work actually happens beneath the org chart.

Organizational Network Analysis (ONA) helps make visible how work actually happens through real patterns of connection, collaboration, and influence beyond formal structures.

Traditional organizations are often viewed through org charts and reporting lines. ONA reveals the informal layer: who people rely on, where trust resides, and how collaboration flows across boundaries.

In a network-first context, this visibility becomes foundational. It allows the network to become aware of itself, helping identify informal leaders, uncover silos, detect isolation risks, and strengthen connection, resilience, and performance.

ONA operates through two complementary approaches: Active and Passive.

Active ONA is survey-based. It gathers structured input directly from participants, asking who they collaborate with across dimensions such as information sharing, problem solving, support, and inspiration. This provides rich contextual insight into relationships and value flows, while also encouraging reflection on one's own network.

Passive ONA uses aggregated metadata from systems such as email, calendar, and collaboration platforms. It does not analyze communication content, but rather patterns such as frequency, responsiveness, and connectivity. This enables continuous, large-scale visibility into collaboration dynamics.

The distinction matters. Active ONA captures meaning and intent through direct human input. Passive ONA captures behavioral interaction patterns through observed activity. Together, they provide a more complete view of the network.

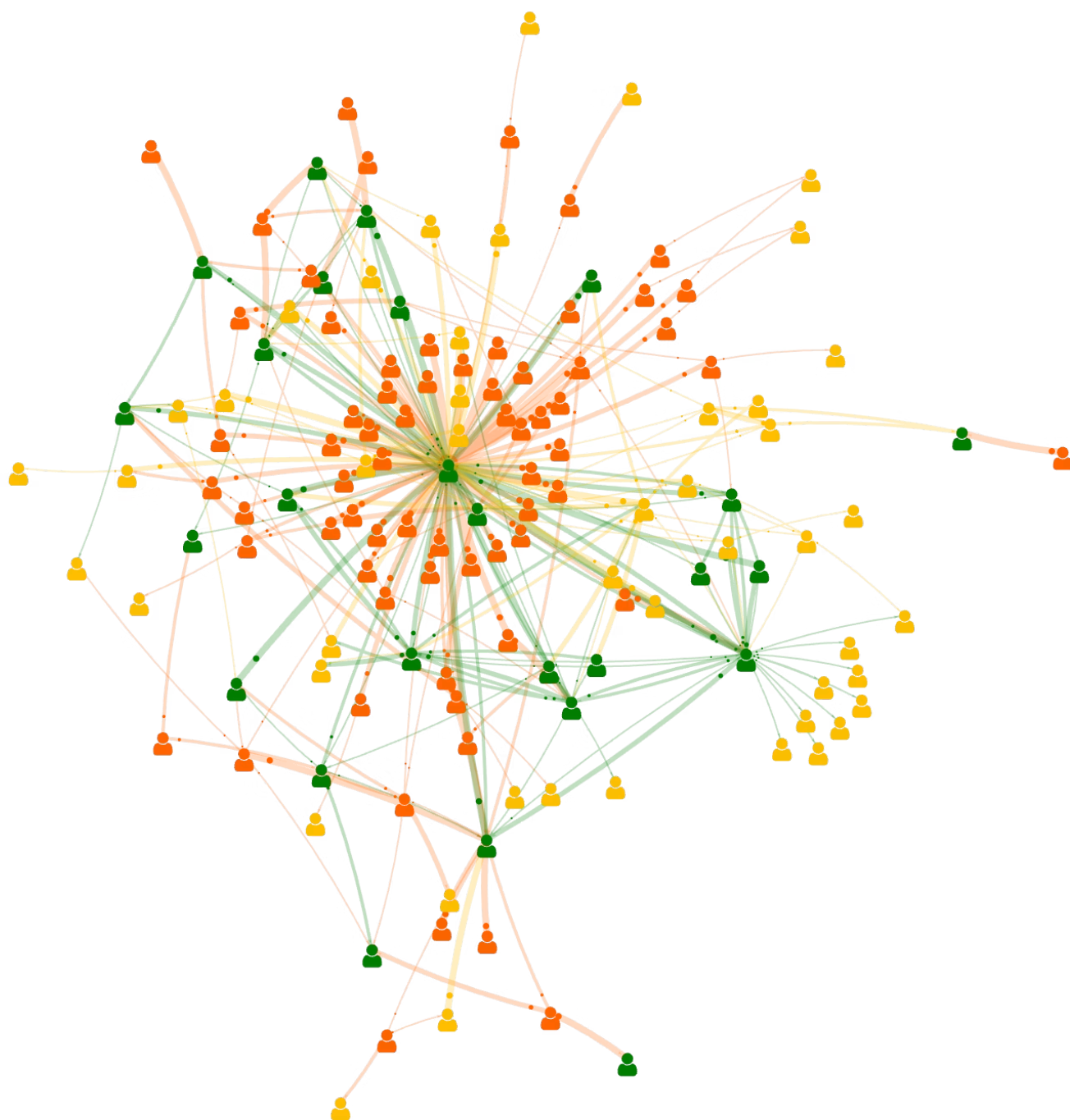
In a network-first system, ONA is not used for surveillance or individual-level evaluation. Insights are aggregated and anonymized, focusing on collective patterns that support ethical, trust-based use of data.

Ultimately, ONA shifts the focus from managing structures to nurturing networks. It creates the feedback loop through which a network can continuously sense, learn, and evolve while sustaining collaborative freedom over time.

ONA in Practice: Active ONA

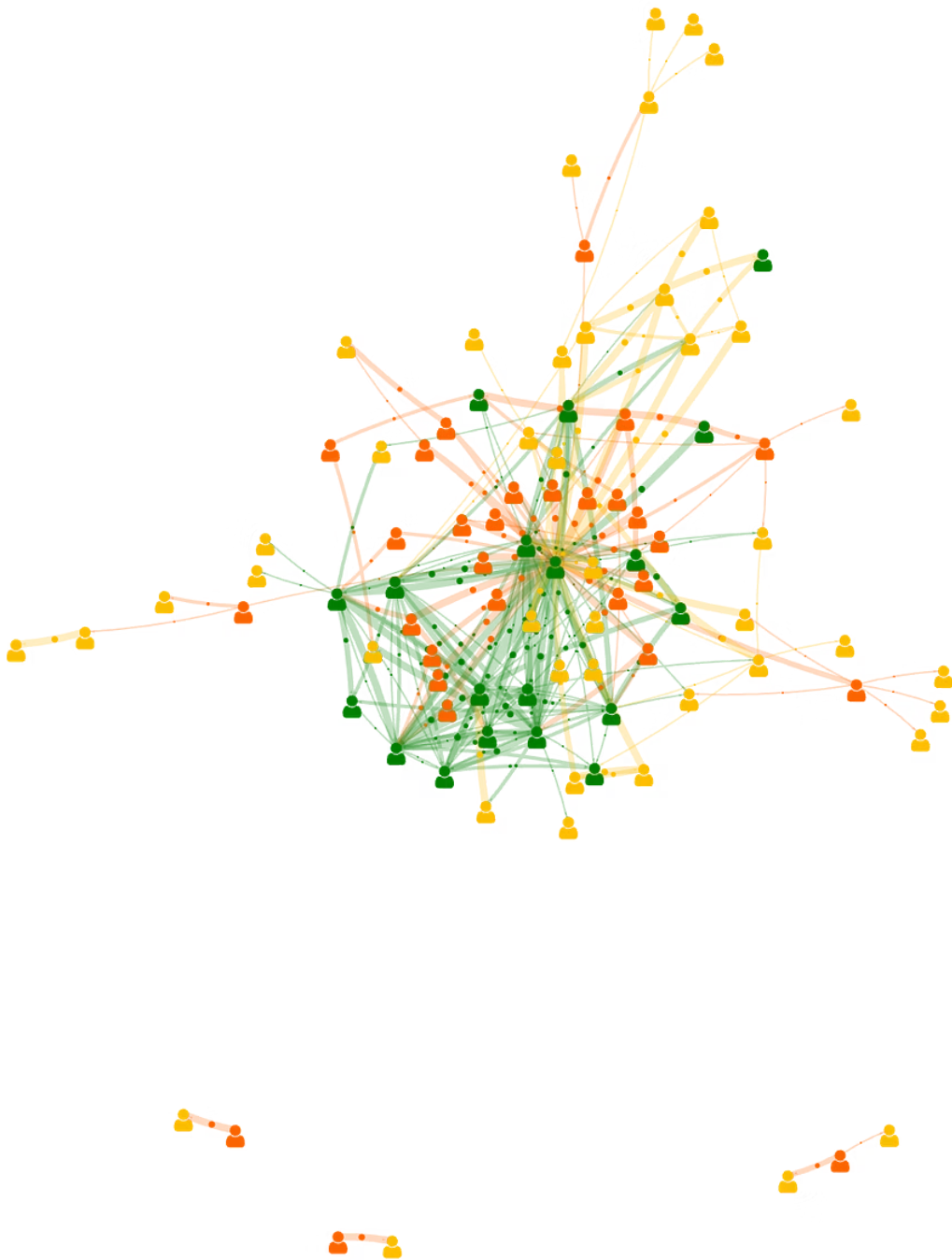
Within the Network First Manifesto community, we conducted two rounds of Active Organizational Network Analysis to see how our community was truly taking root and growing. We used an online survey to map four vital dimensions of our work together: information sharing, technical support, personal support, and influence. By asking members to share who they leaned on for these needs, we were able to visualize not just our structure, but the actual heart of the value flowing between us.

Back in November 2025, our community felt very much like a young plant nursery under the constant, watchful care of a single master gardener. Almost everyone looked to that one person for everything: the guidance, the resources, and the spark to keep going. While this created a reliable "hub-and-spoke" structure that kept us stable in those early days, it also created a bit of a bottleneck, as the health of the entire patch depended on one person's energy. We saw small clusters of new growth beginning to appear, but they were often separated, waiting for the gardener to help them reach across the garden to one another. For many, the connections were still quite thin, with only one or two roots reaching out into the wider soil.



By June 2026, the plot had transformed into a much more resilient, self-sustaining ecosystem with a deep, branching root system. We now see relationships spread across a much broader group of central and intermediary members, with genuine, heart-to-heart peer interactions and stronger ties between areas that once felt like separate plots. It's heartening to see so many now acting as the connective backbone, sharing your own wisdom, support, and inspiration to help others thrive. While our central figures still play a beautiful role, our growth is now increasingly supported by a whole garden of "perennials", the informal leaders and bridges who help our collaboration flourish naturally. We are no longer tethered to a single point of coordination but rather learning to rely on each other.

Of course, this growth is a journey, and we've noticed the evolution is still uneven. Some of our peripheral branches and newer participants are still waiting to be fully woven into the thicket. Our next beautiful challenge is to enrich the soil in those quiet corners, ensuring that every single member feels the warmth and the support of the main garden. Looking back, these two snapshots tell a story of a community moving from being founder-centered to something much more distributed and relational. We haven't lost the need for central connectors, but we've successfully broadened the base, creating a vibrant, living web of relationships that can sustain us and all the wonderful work we do together for a long time to come.



ONA in Practice: Passive ONA

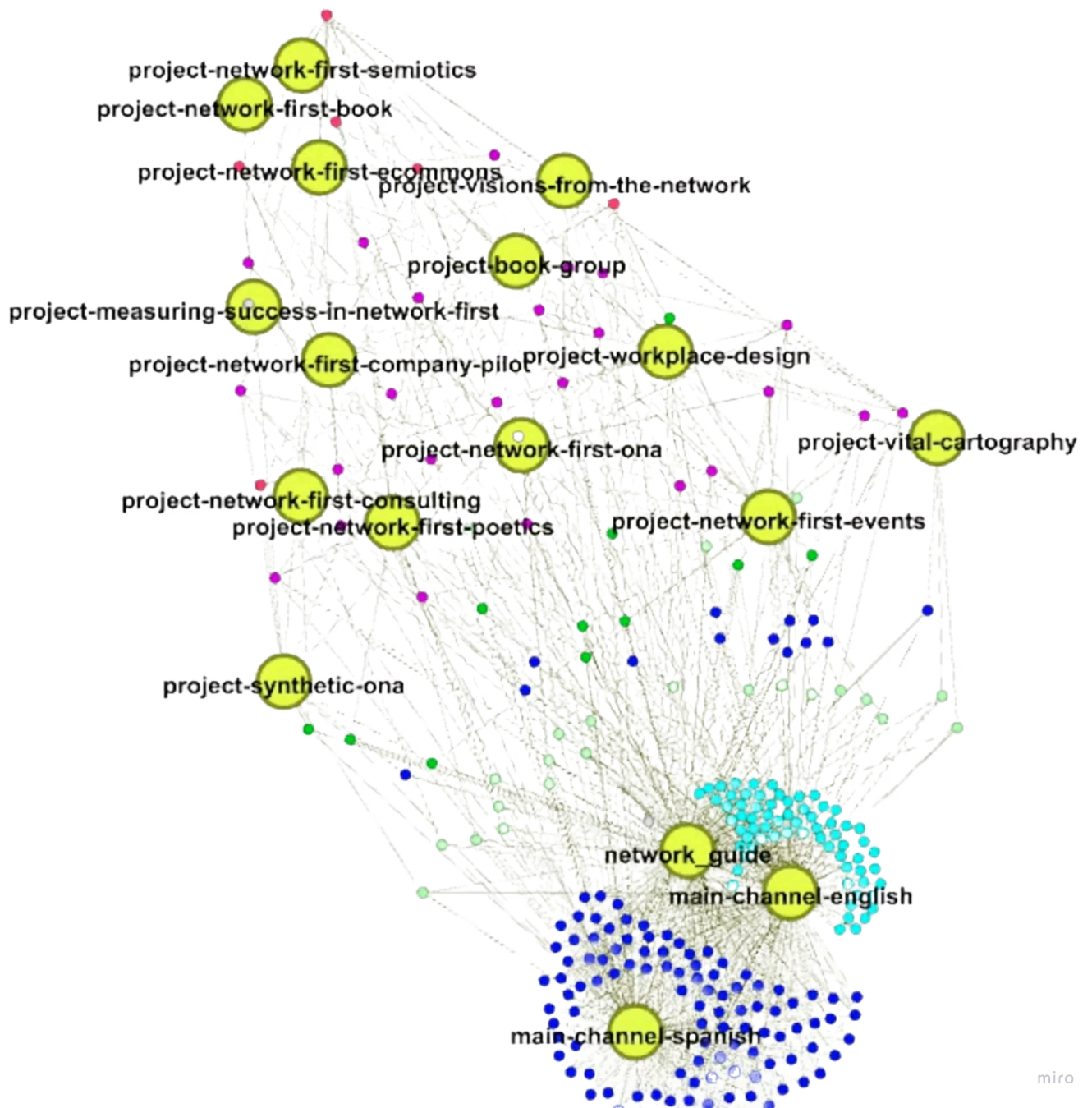
Passive ONA was conducted through the analysis of Slack activity at the channel level, using only aggregated metadata without analyzing message content.

The analysis focused on message volume, participation levels, cross-channel engagement, and the structural relationships between communication spaces.

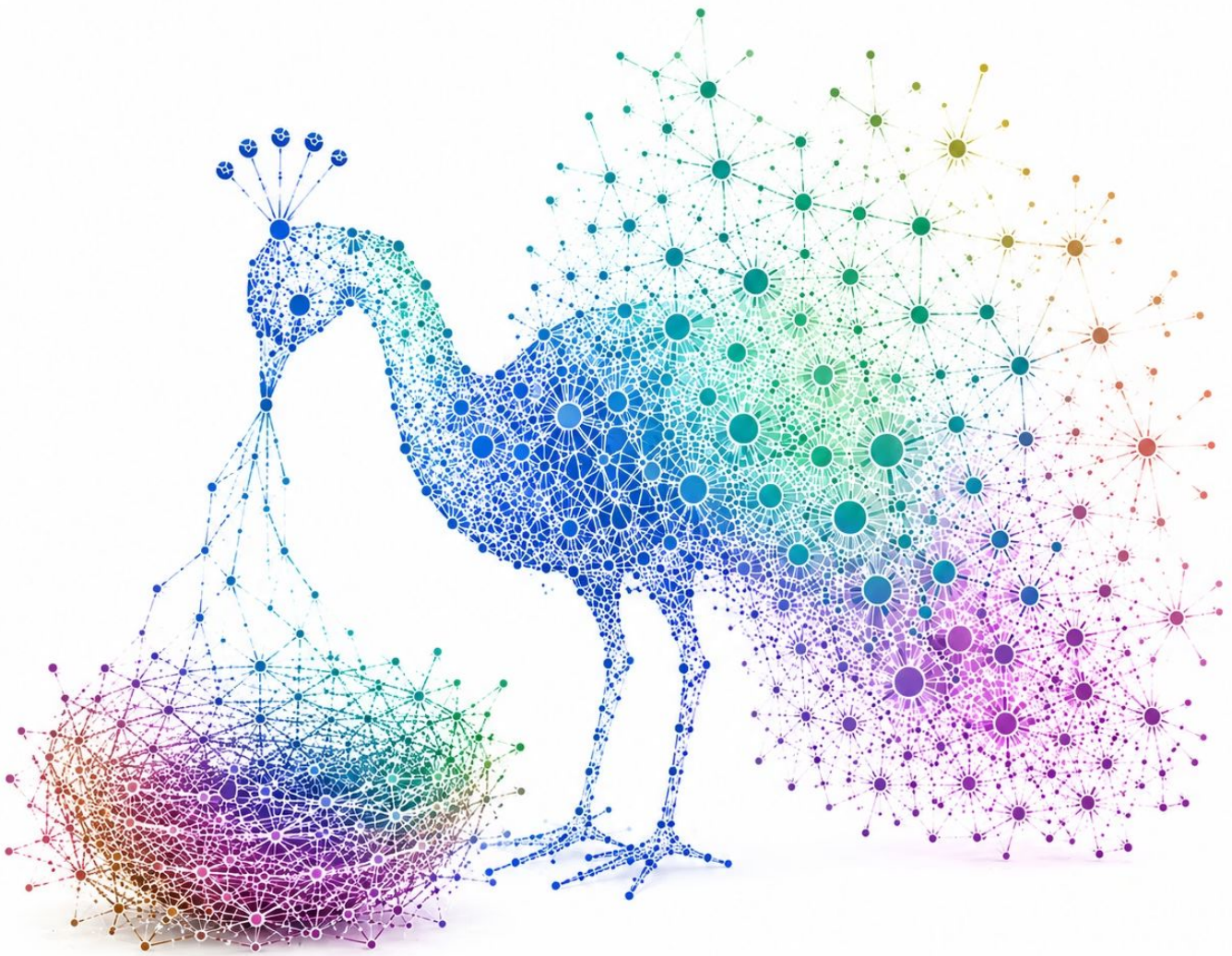
In the visualization, large nodes represent Slack channels, including main community spaces, project channels, and thematic discussions, while smaller nodes represent participants grouped by interaction patterns. Connections indicate shared participation across channels, revealing how individuals bridge different parts of the network.

Several structural patterns emerged. Main channels acted as central hubs and entry points into the network, while distinct sub-communities formed around language or thematic areas. Project-based channels appeared as distributed nodes connected through shared contributors, showing how work streams emerged organically. Some channels remained more isolated or specialized, reflecting focused or underutilized spaces.

Overall, the structure reflected a core-periphery system gradually evolving toward greater integration, highlighting how communication design shapes collaboration across the network.



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VI. Network First Workplace Design

Designing spaces where human connection becomes the foundation of work.

In a network-first environment, workplace design is not a secondary consideration. It is a core layer of the system.

If networks are the underlying substrate through which work happens, then space becomes one of the primary mediums through which networks are either enabled or constrained. The physical environment shapes visibility, interaction, focus, and participation. It determines whether collaboration emerges naturally or requires effort to sustain.

Traditional workplaces are often designed around hierarchy: fixed seating, departmental silos, and controlled flows of interaction. A network-first workplace, by contrast, is intentionally designed to make relationships visible, support dynamic collaboration, and create conditions for both connection and deep work.

The following framework describes the physical components required to implement a network-first workplace. Each component should be intentionally designed and visibly present in the space to enable a decentralized, human-centered, and collaborative environment.

Implementation Guide

This guide outlines the physical components of a network-first workplace, each intentionally designed and visibly integrated into the space.

1

Project Display Zone

This is the central project visibility area of the workplace. Active projects should be displayed here so employees can understand what is happening, see who is working on what, and join initiatives that interest them.

Examples include physical project boards, digital dashboards, timelines, team listings, and prototypes.

Design intent: Make work visible so participation becomes easier.

Spatial recommendation: Place this zone in a central, highly visible area.

2

Network Visualization Zone

This area shows how people and teams connect, not just what they do.

Organizations can use ONA to map collaboration patterns, communication flows, and cross-team connections.

Examples: large wall graphics, interactive screens, printed network diagrams, connection maps between teams.

Design intent: Help people understand the network they are part of.

3

Network-First Brand Integration

The workplace should visually communicate the network-first mindset. This can include a defined color palette, symbols representing connection or nodes, graphic language across walls and materials, and signage reflecting collaboration values.

Design intent: Reinforce the identity of a network-driven organization.

4

Network Artifacts (Co-Created Focal Point)

Network-first workplaces should include a shared, co-created artifact as a symbol of collective ownership. Examples: collaborative mural, modular installation built by employees, evolving idea wall, layered textile installation, shared sculpture, contribution board.

Design intent: Make collaboration visible and tangible.

5

Collaborative Zones

Spaces designed for group work and co-creation.

Examples: workshop tables, brainstorming rooms, writable surfaces.

Design intent: Encourage interaction and shared problem-solving.

6

Focus Zones

Supports deep individual work.

Examples: quiet rooms, acoustic pods, individual work booths.

Design intent: Protect concentration within a collaborative environment.

7

Dedicated Space

Assigned spaces for stability and belonging.

Examples: home base zones, department anchor areas, experimentation zones.

Design intent: Balance flexibility with a clear sense of place.

8

Flexible Void Zone

An intentionally undefined open space.

Uses: pop-up workshops, informal gatherings, reflection space.

Design intent: Support creativity, emergence, and user-driven activity.



VII. Network First eCommons

Aligning individual aspiration with collective benefit.

In a network-first system, governance and value creation evolve beyond traditional hierarchy-driven models. Instead of relying solely on predefined roles, ownership structures, or top-down decision-making, Network-first systems distribute agency, stewardship, and value creation across the network itself.

Governance here is not about centralized control, but enabling coherent participation through transparent coordination, consent-based processes, and stewardship roles that guide rather than control initiatives.

The concept of the eCommons emerges as a foundational layer of this model. The eCommons represents the shared relational, intellectual, cultural, and infrastructural space that enables the network to function and evolve collectively. It includes the shared frameworks, methodologies, symbolic systems, governance mechanisms, relationships, knowledge repositories, and collaborative infrastructures that are collectively maintained and continuously enriched by the network.

Within the eCommons, value is understood as multi-dimensional. It is not limited to financial output, but also includes trust-building, contribution, knowledge creation, mentorship, relationship development, symbolic coherence, network nourishment, and the strengthening of collaborative capacity itself. Sustaining the health of the eCommons requires recognizing and rewarding these forms of value creation as essential contributions to the long-term vitality of the network.

At the same time, network-first systems must remain capable of engaging with economic reality without compromising collaborative freedom. This introduces the need for monetization mechanisms that reinforce, rather than extract from, the eCommons.

One possible approach is the creation of an internal marketplace within the network ecosystem. Such marketplaces can enable individuals and organizations to exchange services, knowledge, implementations, mentorship, facilitation, tooling, and other forms of value while remaining connected to the broader principles and shared infrastructure of the eCommons.

In this model, projects developed through the 8C framework can generate tangible outputs such as products, insights, tools, or services. The Project Catalyst, as the steward of the initiative, has the option to commercialize these outcomes either outside the network or through the internal marketplace.

If the Catalyst chooses to commercialize through the internal marketplace, the value generated is distributed across three layers:

1	2	3
The Project Catalyst and contributors receive a direct share of the revenue, reflecting their role in creating the outcome.	A percentage of the transaction is allocated to the network as a whole. This serves as a mechanism to sustain shared infrastructure, collective initiatives, and ongoing development.	A portion of the network allocation is redistributed based on nomination-based signals captured through active Organizational Network Analysis during Network Convergences

This nomination-based mechanism ensures that value flows not only to those directly involved in projects, but also to those who strengthen the network through support, influence, connection, and knowledge sharing.

Participation in monetization remains optional. Catalysts may keep outputs open, share them freely, or commercialize them externally, allowing multiple forms of value creation to coexist.

Beyond financial incentives, network-first systems rely on visibility, reputation, and trusted participation to sustain engagement and contribution.

Ultimately, these governance and value systems align individual aspiration with collective benefit while keeping contribution voluntary and value distribution fair.



VIII. Network First Pledge

An irrevocable gift to the world.
Freely given, without expectation.

I recognize that the foundational layer of the Network First methodology documented in this Codex has emerged through the interactions, experiments, conversations, and collaborative efforts of a community and is intended to remain an open and shared commons available to all.

I acknowledge and agree that no individual or organization acquires any exclusive ownership, control, approval, attribution, licensing, governance, or economic rights in the foundational methodology through participation in its development, refinement, discussion, implementation, documentation, or evolution. To the fullest extent permitted by law, I irrevocably waive, release, and covenant not to assert any claim of ownership, co-ownership, control, attribution, compensation, royalty, revenue sharing, equity, approval, or other legal or economic interest in the foundational methodology arising from my participation.

I further acknowledge and agree that the foundational methodology may be freely used, reproduced, adopted, adapted, modified, expanded, translated, combined with other approaches, implemented, taught, published, distributed, licensed, commercialized, and built upon by any individual or organization for any lawful purpose, without the need to seek permission from, provide attribution to, notify, compensate, account to, or share economic benefits with me or any other participant, unless such an obligation is expressly established through a separate written agreement signed by the relevant parties.

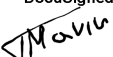
I acknowledge and agree that participation in community discussions, convergences, working groups, collaborative activities, projects, communications channels, or other Network First initiatives does not by itself create ownership rights, attribution rights, licensing rights, governance rights, approval rights, revenue-sharing rights, royalty rights, equity interests, compensation rights, or any other legal or economic interests in the foundational methodology or in any present or future initiative developed by another person or organization. I irrevocably waive and release all known or unknown claims based on any alleged entitlement of this kind and covenant not to initiate, maintain, support, or assist any such claim, except to enforce rights expressly established in a separate written agreement signed by the relevant parties.

I acknowledge and agree that individuals and organizations may independently develop, own, operate, license, sell, and commercialize products, services, software, certifications, courses, consulting offerings, events, publications, communities, research, technologies, and other initiatives inspired by, derived from, incorporating, or building upon the Network First methodology. I have no ownership, approval, attribution, accounting, compensation, royalty, revenue-sharing, equity, or other interest in any such initiative solely because of my participation in Network First activities, and any rights or obligations relating to a specific initiative must arise exclusively through a separate written agreement signed by the relevant parties.

By signing this Codex, I confirm that I have read and understood this Pledge, voluntarily agree to its terms, and intend to be legally bound by it. I irrevocably support the preservation of the Network First methodology as a shared commons and affirm its continued evolution, adoption, experimentation, application, and lawful commercialization for the benefit of present and future participants. This Pledge survives my withdrawal from the community or cessation of participation and may be relied upon and enforced by any individual or organization using, adopting, or building upon the foundational methodology.

Francisco Marin

7/1/2026

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Sarah de Sousa

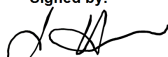
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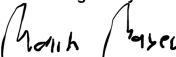
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Signed by:

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Katarina Marin Mayer

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Ivana Petreska

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Brian DeBar

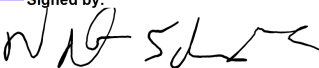
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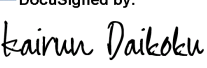
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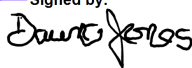
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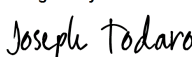
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Joseph Todaro

7/1/2026

Signed by:

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Alan Hoffmanner

7/2/2026

DocuSigned by:

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James Parsons

7/2/2026

Signed by:

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Maria Campillo Cuesy

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Finesse Blumenthal

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Charlie Boyle

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Rhiannon Gallagher

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Tony Martignetti

7/2/2026

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Tony Martignetti
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Paweł Wyszomirski

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Paweł Wyszomirski
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Begoña Anta Rodríguez

7/2/2026

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Begoña Anta Rodríguez
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Gustavo Echevarría

7/1/2026

Firmado por:
Gustavo Echevarría
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Rafael Uribe

7/3/2026

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Rafael Uribe
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Iliana Del Carmen Moreno Castillo

7/3/2026

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Iliana Del Carmen Moreno Castillo
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Dr. MaqC Eric Gitau

7/2/2026

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Dr. MaqC Eric Gitau
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Anna Levitt

7/2/2026

Signed by:
Anna Levitt
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Nicolas Petit

7/2/2026

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Nicolas Petit
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Isolde Kanikani

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Isolde Kanikani
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Michael Arena

7/5/2026

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Michael Arena
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Dan George

7/1/2026

DocuSigned by:
Dan George
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Iris Lopez

7/2/2026

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IRIS LOPEZ
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Laura Slezak

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Laura Slezak
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Othman Gbadamassi

7/3/2026

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Zane Storha

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Zane Storha
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Belén del Campo Ortiz

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Firmado por:
Belén del Campo Ortiz
19C02044858048C...

Andras Vicsek

7/2/2026

Signed by:
Andras Vicsek
AD01DF7490084CF...

Kai Lillie

7/2/2026

Signed by:
Kai Lillie
DB5718365DE545B...

Marcella Santos Valente Lenza

7/1/2026

DocuSigned by:
Marcella Santos Valente Lenza
DE9164EF6D0A47D...

Shujaat Ahmad

7/2/2026

Signed by:
Shujaat Ahmad
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Amit Mohindra

7/2/2026

DocuSigned by:
Amit Mohindra
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Marcela Injoque Zegarra

7/2/2026

Firmado por:
Marcela Injoque Zegarra
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Jaya Maharajah

7/3/2026

DocuSigned by:
Jaya Maharajah
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Georg Peters

7/2/2026

Signed by:
Georg Peters
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Orlando Cerda

7/2/2026

Firmado por:
[Signature]
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Sebastián Márquez

7/1/2026

Firmado por:
[Signature]
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Dalia Wahba

7/6/2026

Signed by:
Dalia Wahba
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Francisco Oyarzo

7/1/2026

Firmado por:
Francisco Oyarzo
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Natalia Serrano Olabarria

7/2/2026

Signed by:
Natalia Serrano Olabarria
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Bill Dunnington

7/5/2026

DocuSigned by:
Bill Dunnington
F1921DBAB6094E4...

Wael Khoury

7/1/2026

Signed by:
Wael Khoury
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James Gallman

7/2/2026

Signed by:
James Gallman
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Alexandra Proca

7/2/2026

Signed by:
Alexandra Proca
09D14B05673C43A...

Victor Bilgen

7/2/2026

Signed by:
Victor Bilgen
634D634D372D402...

Marxie Huapaya

7/3/2026

Firmado por:
Marxie Huapaya
5CA0266CEAAA43B...

