THE RESEARCH LIBRARY / 2026

THE DECISION SEQUENCE
MARKETING BUILT AROUND HOW PEOPLE DECIDE

THE LIBRARY IS THE ARGUMENT

What our Research Library is, how it works, and why we publish it in the open.

By Joe Worden

IDEA IN BRIEF

THE PROBLEM

Every firm says it has a point of view, and almost none can hand you one. Claims multiplied while the evidence behind them stayed private, and buyers stopped taking anyone's word for anything.

THE SHIFT

People and machines now check before they believe. AI models infer expertise from the published record, and a gated PDF is invisible to them. Thinking that isn't published, at depth, in the open, doesn't exist to the readers who decide.

WHAT WE DID

We published the thinking: entries organized around situations firms recognize, tied to named research, kept at the pattern level, and served in conversation by Lou, our AI associate. Nothing gated, on purpose.

Every firm says it has a point of view. Almost no firm can hand you one.

That discrepancy is why our Research Library exists. The Decision Sequence makes a particular assertion about how trust is earned, and we think an assertion like that ought to be supported by better evidence than a tone of confidence. So our reasoning sits in the open, entry by entry, for anyone to read, test against their own experience, and decide whether it holds.

01 What it is

Our library is a compendium of published research entries on situations a firm will recognize before it will recognize any theory. The proposal that died in silence. The referral pipeline that quietly stopped filling. The website that gets kudos in meetings and produces nothing. Recognition comes first, because that's how firms decide what's worth paying attention to.

Each situation is supported by the pattern that causes it, and the science that underpins the pattern: decades of research on the mechanics of how people make complex decisions, the body of work Kahneman and the behavioral economists put on the shelf decades before marketing got around to reading it. An entry earns its place in our library by tying all three together. Here's what you're experiencing. Here's the mechanism behind it. Here's why the mechanism works the way it does.

We keep the entries at the pattern level on purpose. What's true about your particular market and your particular buyers requires research nobody has done from a distance, and we don't claim research we haven't done.

The reaction the library is built for is a specific one: a managing partner reading a situation and wondering how we knew. We didn't. The pattern did, because the pattern runs the same way in every trust-dependent firm we've watched it run in.

02 How it works

We organized the library by question, because that's how trouble finds firms. A firm goes looking for an explanation of the thing that just happened to it, and a philosophy is the last thing on the list. The library meets it there, then walks backward from the consequence to the cause.

It also has a librarian. Lou is our AI associate, built on this body of work. Lou reasons from the library in conversation and hands you the entry behind an answer when you ask for something to read. Stay on a topic long enough and Lou will offer one unprompted, once, and the link only appears after you say yes. Same thinking, served at the moment you need it.

03 Why it sits in the open

Everything in our library is ungated. No email harvest, no download form, no nurture sequence waiting on the other side of a white paper.

The reason is sequence, and it would be strange for us, of all firms, to miss it. A gate asks a stranger for commitment before the work has earned belief, which is precisely the ordering error our research spends thousands of words diagnosing.

> *Publishing behind a form would be selling our philosophy while violating it.*

So the work is proprietary in authorship, we wrote it, and open in access, because a firm that sells trust should be easy to check.

Brandeis made the case a century ago, writing about bankers, in a chapter called What Publicity Can Do.

> *"Sunlight is said to be the best of disinfectants; electric light the most efficient policeman."*
>
> Louis Brandeis, Other People's Money and How the Bankers Use It, 1914

There's now a second reader, and one that never fills out a form anyway. AI models are trained continually on what firms publish, and they infer expertise from the record: what a firm has said, how consistently, to what depth. A gated PDF is invisible to that reader. A published library is a legible one. The same entries that earn belief from a person teach the machines who we are, and machine-mediated evaluation is now where a growing share of first impressions are formed.

04 Why it matters

I've watched firms claim a point of view for thirty years, and I've watched buyers lose faith in claims of all kinds. Our library takes the opposite approach. We show the thinking in public, at checkable depth, and put the test in your hands.

That's our strategy. That's also our demonstration. A firm's best proof of how it thinks is thinking published where anyone can open it. The library is the argument. Checking it is the point.

PRIMARY SOURCES

Louis D. Brandeis, Other People's Money and How the Bankers Use It. Frederick A. Stokes Company, 1914. The sunlight line opens Chapter V, What Publicity Can Do; the essays first ran in Harper's Weekly in 1913.

Daniel Kahneman, Thinking, Fast and Slow. Farrar, Straus and Giroux, 2011. Representative of the decision science each library entry stands on.

FOUNDATIONS

The behavioral research underneath this argument is documented, entry by entry, in the Decision Architecture Research Library itself.