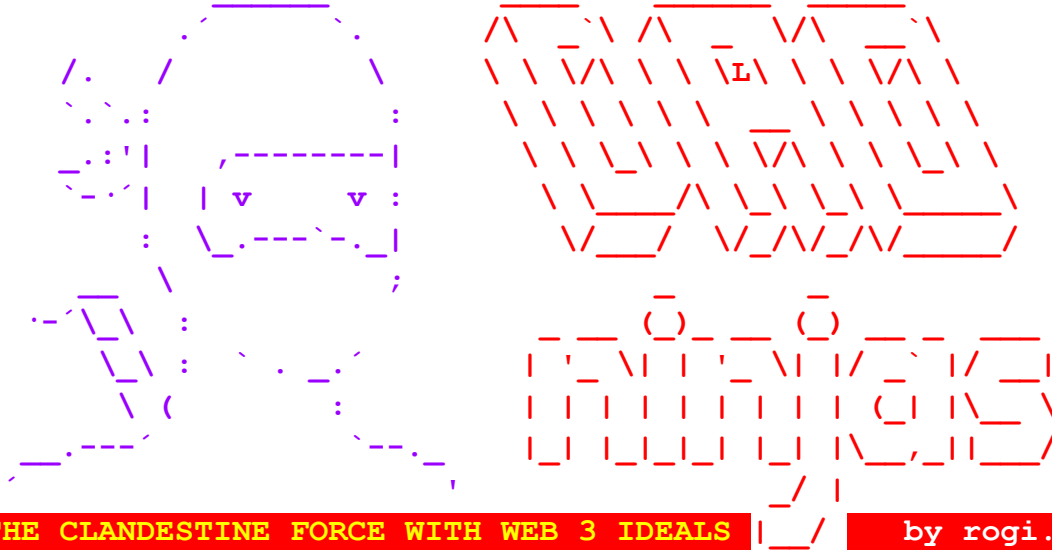


the DAOninjas Manifesto ...



The Problem

In any enterprise there are various factors that can make or break a company, especially at the early stages. For retail businesses such as restaurants, everyone knows that the top 3 factors are location, location, location. But looking into the **future of work** in the enterprise where location is largely irrelevant and where equity is based on contribution, capability and merit, the top 3 factors change to: people, people, people. There is no question that the better the people, the greater the venture's chances of success.

But we've all heard the phrase "good help is hard to find". This phrase exists because in a traditional work model, "good help" is limited to people who are within a particular geography (close to the aforementioned "location") with a narrow skill set (qualified to work) and within a fairly subjective definition of what is "good". It's no wonder that such a scarce resource is hard to find, and the fact that employment is considered "help" and not "partnership" makes matters worse.

Job Hunting in the Enterprise

If we are to be completely candid, the entire job hunting and recruiting system is riddled with flaws - especially in the technical arena, which frankly touches every other industry in **the future of work**. The problem starts with the fact that a "job description" for a role that doesn't exist is nearly impossible to define with accuracy. And who is left to create this magical description? A non-technical person that knows little about the job function or how to accomplish the end goal (an internal "recruiter" or "middle manager"). Even in the simpler cases where an existing role is vacated and the job function is clearly defined, new candidates are often measured against the traits of the original employee (by those same internal recruiters) and it often seems like trying to fit a square peg in a round hole.

But when it comes to filling specialty roles, external recruiters are often retained, based on their slightly better understanding of a subject matter (meaning they know more buzzwords, not that it brings them any closer to being able to do the job function). These specialists exist because they are supposedly capable of reaching out farther and wider to bring more capable talent to the opportunity pool. But as a single agent in a two-sided negotiation, who's best interest do they represent? It's hard to tell.

To exacerbate the problem, the first round of interviews is conducted by these buzzword wielding brokers, and the next step of filtration is several rounds of interviews with low-level coworkers who have literally zero training in hiring and may even fear for their jobs being at risk if the new hire is too good. At the expense of not wasting the precious time of senior executives and stakeholders, you would be hard pressed to find a more biased and subjective means of recruiting “good help”.

The Agency to the rescue

These issues are not new, so surely some smart people suggested that a solution to the problem is to hire an agency. Of course this introduces a number of new issues in that these firms are typically imbalanced in both their equity structures and incentives. The incentive of the agency leadership is to maximize the revenue generated by an engagement and minimize the cost of labor required to complete the minimum acceptable work product (as there is rarely an incentive to outperform). Thus, hiring the most qualified individuals is actually counter-intuitive due to the higher cost (cheaper labor nets more profit) and higher productivity (less billable hours equals less margins). Furthermore, price-competition between competing agencies (bidding wars), and the value gap between what is bought and sold (you pay for a porsche but get a buick) play absolutely no role in the value chain, as there are no repercussions for when an agency under delivers. It's all reward and zero risk for the agency, and sadly, as the “experts” they often are the ones to set the standards that they themselves fail to meet.

Where that leaves us

Ultimately our work society has devolved into one where good help is not just hard to find, but hard to define. We've replaced productivity with a litany of managerial generalists to assure that some work gets done and there is a finger to point when it does not. No longer do we see skills being honed through apprenticeships and laborers vetted through guilds. These relics of a bygone era were once the validators of skill and capability by which master craftsmanship was attained. But then came along the jack of all trades and master of none, convincing us that suboptimal results are good enough if it absolves us of the responsibility to make difficult hiring decisions or taking on the responsibility ourselves.

The Solution

A brand new value system in the form of blockchains affords us a new paradigm. One in which the risk is balanced, and so is the reward. Where merit is earned and directly informs earnings. Where skill is assessed by peers (not recruiters), and the deliverables are measured by the client's satisfaction. In this new ecosystem there is no margin for ineptitude, as all ancillary resources must be allocated to **informed innovation**. Let's break down how this works in practice...

A mission is established by a business entity, investment group or merely a band of friends (collectively known as “the founders”). This group is passionate about the mission, and willing to leverage their resources (financial, material and immaterial) to advance their ideas. The ideas may be nothing more than loose concepts; a sketch on the back of a napkin. The group need not have the answers to all of the questions... in fact, attempting to answer too many questions without the proper direction may derail the entire process and jeopardize the success of the mission. **This is where the ninjas come in.** They are a group of highly experienced, creative and connected individuals and recognized leaders in each of their disciplines, yet they have cross-industry knowledge and deep technology networks. Aside from expertise in building and incentivizing communities (through tokenomics), they are adept future thinkers and skilled technicians in all emerging fields (Blockchain, Artificial Intelligence, Extended Reality, Cloud Computing, Robotics) and can traverse the largest corporate hierarchy as deftly as they move through the startup arena and pop culture, while accounting for legal liability, tax and securities complexities.

The ninjas are not an agency. **The ninjas are an anti-agency.** They can not be hired, they can only be commissioned. They are selective with the missions they take on, and only work with those aligned with the values of web3 and community. The ninjas care more about creating an engaging and equitable world than money, which is why there are no deposits, no retainers, and no invoices. Instead, the ninjas are partners to the founders, so that their objectives are aligned, and their incentives are clear. They deploy the founders' funds - sometimes alongside their own - to reach the end goal. The process flows like this:

- 1) A senior ninja (a "master") will assess the ideas of the founders and consult with other masters to determine whether the mission aligns with the DAO ninja philosophy, and outlines a rough budget (convertible to various currencies including native ninja \$hin, or shinobi tokens, and accounting for various tax systems in fiat conversions).
- 2) The founders will fund this budget which the ninjas will need to tap into (with transparency) in order to reach the desired goals. The remainder will be used to fund a treasury backing a native token of the mission.
- 3) The masters will assign a lead ("Sensei") to the mission, who will establish the initial fundamental needs of the project (such as a roadmap, timeframe, budget line items and oversights), who will in turn work with the founders to establish clear objectives for the mission and identify various unknowns or pitfalls. The sensei may have any number of masters, senseis or subject matter experts as needed to establish a clear picture.
- 4) The founders will have a time-limited opportunity to assess the proposals issued by the ninjas and to not proceed with the mission, in which case the ninjas will release the full budget minus expenses incurred and a percentage allocated to the collective for its time and effort. The ninjas will also open-source any work product unless it is expressly paid for by the founders and warrants rights-transfer. This is obviously designed as an opportunity for the founders to "shop around" for competitive pricing, and while it would be ill advised, this is their one chance to abort the mission... Otherwise, the ninjas will proceed with the mission as planned.
- 5) The masters and Sensei will advise on the ideal business structures and regulatory considerations suited to the mission's (and subsequent community's) objectives.
- 6) Sensei will oversee the creation of a lightpaper to field community feedback and align incentives, and solicit ideas, which will be followed by a detailed project specification document.
- 7) After a brief feedback period, the sensei will make adjustments to the mission documents and assemble a team (a "clan") to execute the mission, and launch the tools necessary to nurture a healthy community. Members of the team may be pseudonymous, moonlighting or side-hustling from their day jobs at Fortune 500 companies, startups, tenure or cushy government jobs. They will also each have apprentices, so that the next generation can learn to master the trade.
- 8) The clan will deploy native fungible tokens and any necessary non-fungible tokens as outlined by Sensei and the whitepaper. The founders will be issued the first set of tokens.
- 9) The clan will complete the mission and earn their payment in native tokens and \$hin tokens along with a performance multiple based on the treasury value, and have an opportunity to participate in a pre-sale of tokens at a favorable price along with early community members and contributors.
- 10) The founders will then issue a token-sale to continue growth of the community and accelerate liquidity for the token, including defi primitives (such as staking, lending, pooling, arbitrage, etc) all with the continued guidance of the ninjas.

This mutually incentivized program will obviously afford the ninjas a higher compensation than an agency would get, but ONLY if the mission is successfully implemented. In return, the founders benefit from the most de-risked opportunity to see their mission executed, with the lowest investment possible. Ultimately with skin in the game for all parties, it is in everyone's interest to maximize the opportunity by maximizing their effort.

In a market where there are more jobs than skilled labor, and a thoroughly confused base of recruiters and hiring managers, terrible hiring decisions are made regularly. We're already seeing blockchain disrupting the workforce, and exacerbating the great resignation. In this new environment we will surely see more jacks-of-all-trades popping up all over the place at corporations and agencies alike, but only a ninja can become a master. The opportunity for ninjas to shift the future of work in the ways of the DAO could not be clearer... yet hardly visible at all.

