

They stopped selling results. Ask why.

The shift from "result" to "outcome" looks like vision. Read their own definitions and it looks like something else.

Result vs Outcome.

RESULT	OUTCOME
DEFINITION What you get immediately after the action.	DEFINITION What quietly changes as a result.
FOCUS Short-term, visible, quantitative.	FOCUS Long-term, qualitative, impactful.
NATURE An endpoint. A specific metric.	NATURE A change in state or behavior.
ANSWERS What happened?	ANSWERS What changed?

One column you can measure. One you cannot. Hold that thought.

Selling outcomes is not new. And often not wrong.

A plumber who says "I will stop your leak" instead of "I will sell you ten hours and some pipe" is selling an outcome. That is honest.

It is commerce as old as trade. People have problems. Solutions solve them. The solved problem is the outcome. So far, nothing to see.

An outcome becomes a shield the moment it replaces a number you could have checked.

Look back at the columns. **Result is quantitative:** what happened, measured. **Outcome is qualitative:** what quietly changed. One you can audit. One you cannot.

The swap moves the promise out of the column you can enforce and into the column you cannot.

If they could promise the result, they would.

A result closes the sale harder. It is concrete, provable, and exactly what the buyer wants. Nobody retreats to the vaguer word by choice.

The only reason to sell "outcome" instead of "result" is that you cannot stand behind the number. The word is the confession.

A result requires determinism. They sold you probability.

To promise a quantitative result, the same input has to produce the same output, every time, on the record. That is a deterministic system.

A probabilistic engine cannot guarantee it. It produces a likely answer, not a fixed one. So the measurable promise is impossible by construction, and **"outcome" is the only column left to sell.**

Three questions that turn an outcome back into a result.

1 Skin in the game.

"Zero base fee. You take a share of the verified result. Yes or no?"

2 Define failure.

"What exact, measurable number at day 90 counts as total failure?"

3 Isolate the cause.

"How do we separate your system's effect from my team and the market?"

If all three answers are a softer subject change, you have your answer.

Replace "outcome" with "the thing we cannot promise to measure."

Watch the vision evaporate.

| Or is that framing inaccurate?