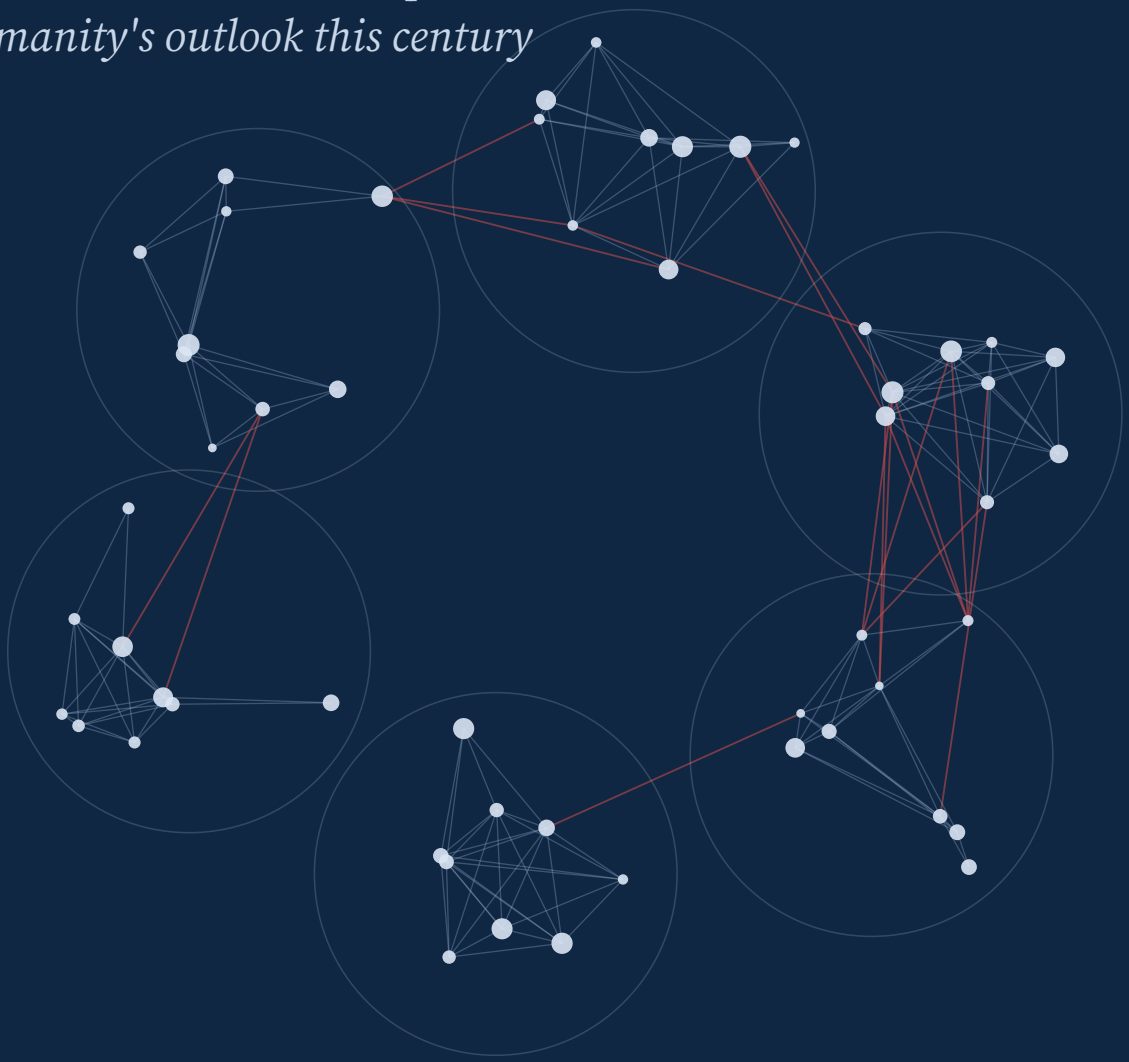
H HEURISTICS

H HEURISTICS RESEARCH INITIATIVE

Global Concept Adoption Initiative

Mobilizing intellectual and social capital to improve humanity's outlook this century



Hunter Hughes
Founder, H Heuristics

H Heuristics Research Report · November 2026

researchreports.hheuristics.com

CONTENTS

Contents

PART I · SECTIONS 1–6

The Initiative, the Ideas and the People

Executive Summary 4

1 The Initiative in Brief 6
1.1 From publishing to adoption 6
1.2 Mission, vision and guiding principle 7
1.3 Four assets the initiative builds on 7
1.4 Scope: what the initiative is and is not 8
1.5 What changes with the initiative 8

2 How Ideas Change the World 9
2.1 Why concepts matter 9
2.2 Four ways concepts shape decisions 9
2.3 Four case studies in how ideas spread 10
2.4 Lessons for H Heuristics 11

3 The Intellectual Foundation: Six Pillars 12
3.1 One system, not six separate ideas 12
3.2 Layer one: diagnosis 12
3.3 Layer two: execution 12
3.4 Layer three: valuation 13
3.5 From ideas to finance 13

4 Theory of Change 15
4.1 Five stages from idea to outcome 15
4.2 The assumptions behind the chain 16
4.3 Why the distinction between reach and influence matters 16

5 Audiences and Social Capital 17
5.1 Social capital as the engine of diffusion 17
5.2 Four roles people play 17
5.3 What each audience needs 18
5.4 Building the network: anchors first 18
5.5 Tailoring the message to each role 18

6 Channels and Campaigns 20
6.1 The role of each channel 20
6.2 How an email campaign works 20
6.3 What a campaign wave can realistically achieve . . 21
6.4 The first year's campaign plan 22
6.5 Staying within the rules 22

PART II · SECTIONS 7–12

Credibility, Projections and the Plan

7 Credibility First 23
7.1 The ladder of influence 23
7.2 Seven principles for credible adoption 24
7.3 Handling the big claims 24

8 Impact Projections 25
8.1 How the projections are made 25
8.2 Citations: from tens to thousands 26
8.3 Readers 27
8.4 Teaching, policy and institutions 27
8.5 What matters most 28
8.6 How to read these numbers 28

9 Measuring Progress 29
9.1 Indicators for every stage 29
9.2 Tools for tracking 29
9.3 Counting rules 30
9.4 Review rhythm and decision rules 30
9.5 Publishing progress openly 30
9.6 The quarterly dashboard 31

10 Roadmap to 2050 32
10.1 Four phases and three gates 32
10.2 The first twelve months 33
10.3 Resources 33

11 Risks and Safeguards 34
11.1 The main risks 34
11.2 The credibility risk deserves special care 35
11.3 Turning risks into strengths 35
11.4 Respect for the people we contact 35

12 Next Steps: The Document Program 36
12.1 Seven documents to prepare 36
12.2 Continuing to develop concepts 36
12.3 Conclusion 37

References 38

EXHIBITS

Figures, Tables and Boxes

Table 1 Initiative at a glance . . . 5
Table 2 Mission, vision and principle . . . 7
Figure 1 The guiding principle . . . 7
Table 3 From publishing to adoption . . . 8
Table 4 How concepts change decisions . . . 10
Figure 2 How four concepts spread . . . 10
Table 5 Lessons from the cases . . . 11
Figure 3 The six pillars . . . 13
Table 6 The pillars in plain language . . . 14
Figure 4 Theory of change . . . 15
Table 7 Assumptions and tests . . . 16
Figure 5 Audience map . . . 18
Table 8 Audiences and first asks . . . 19
Table 9 Channel roles . . . 20
Figure 6 Campaign funnel . . . 21
Table 10 2027 campaign plan . . . 22
Figure 7 The ladder of influence . . . 23
Table 11 Scenario assumptions . . . 25
Figure 8 Citation projections . . . 26
Table 12 Citations by scenario . . . 26
Figure 9 Reader projections . . . 27
Table 13 Wider signs of adoption . . . 27
Table 14 Sensitivity of the projection . . . 28
Table 15 Indicators by stage . . . 29
Table 16 Tracking tools . . . 30
Table 17 Decision rules . . . 31
Table 18 Quarterly dashboard . . . 31
Figure 10 Roadmap . . . 32
Table 19 First-year plan . . . 33
Table 20 Risk register . . . 34
Table 21 Document program . . . 36

ABOUT THIS REPORT

Suggested citation. Hughes, H. (2026). *Global Concept Adoption Initiative: Mobilizing Intellectual and Social Capital to Improve Humanity's Outlook This Century*. H Heuristics Research Report, November 2026.

Licence. Text and figures are released under a Creative Commons Attribution 4.0 licence, so they can be shared and adapted with credit.

Projections. All projections are scenarios from a Bass diffusion model with stated assumptions (Section 8). They are targets to test against, not forecasts or results.

EXECUTIVE SUMMARY

Executive Summary

H Heuristics has built a body of ideas about how the world can grow richer, safer and fairer this century. The next step is to make sure those ideas reach, and are tested by, the people who make decisions.

For several years H Heuristics has focused on developing and publishing original concepts: Polycrisis Resilience, Sustainable Convergence, Preventive Development Economics and others. The **Global Concept Adoption Initiative** adds a second job. It sets out to move those ideas from the page into the hands of researchers, teachers, institutions, leaders and citizens who can question them, improve them and put them to work.

~670	~2,900	~148k	6
independent citations by 2035 in the central scenario, up from about 43 without the initiative	independent citations by 2050 (central); the range runs from about 1,100 to 7,900	people expected to have read an H Heuristics report by 2050 (central)	connected concepts form the content the initiative shares, from diagnosing crises to valuing lives protected

The initiative rests on a simple chain of reasoning, which also serves as its guiding principle: *Ideas can influence decisions. Decisions can direct investment. Investment can change development trajectories.* If better ideas about development reach the right people, and if those ideas hold up under scrutiny, they can shift where money and effort go. Over decades, that shift can change how countries develop and how well people are protected from crises.

Principal points

- **A strategic shift.** H Heuristics moves from mainly creating and publishing concepts to actively helping them spread, using its research, digital presence, personal networks and publishing platforms (Section 1).
- **Ideas do change the world, but slowly.** Well-known concepts such as the capability approach, planetary boundaries, doughnut economics and polycrisis took between 6 and 30 years to move from first statement to wide institutional use (Section 2).
- **Six connected pillars.** The content to share is a single system: Polycrisis Resilience diagnoses the threat; Preventive Development Economics, Sustainable Convergence and Development Optimization guide investment; Human Vulnerability Reduction Economics and the Human Survivability Dividend measure what is protected (Section 3).
- **A five-stage theory of change.** Develop, disseminate, adopt, apply, improve. Each stage has its own signs of success, and feedback from readers flows back into new and better concepts (Section 4).

- **People carry ideas.** Eight priority audiences play four roles: validators, amplifiers, adopters and appliers. Social capital, meaning trusted relationships, is the main way ideas move between them (Section 5).
- **Email leads, but quality matters more than volume.** Personal, well-targeted messages, sent within anti-spam and data-protection rules, open the door; reports, essays, events and repositories keep it open (Section 6).
- **Credibility comes first.** The aim is credible adoption, not maximum exposure. Independent citations, open critique, testing against data and real-world use count for far more than search visibility (Section 7).
- **Reasonable projections.** A standard adoption model gives about 140 independent citations by 2030, 670 by 2035 and 2,900 by 2050 in the central case. Without the initiative the same model gives about 500 by 2050 (Section 8).
- **A plan to measure, phase and protect.** Clear indicators, a four-phase roadmap with review gates, and safeguards against the main risks keep the initiative honest (Section 9, Section 10, Section 11).

Table 1 The initiative at a glance

Question	Short answer	Section
What is it?	A dedicated H Heuristics research and outreach program to spread, test and apply its concepts worldwide	1
Why should ideas matter?	Concepts name problems, shape what gets measured and make new choices feel legitimate	2
What will be shared?	Six connected pillars set out in the Macroeconomic Architecture report	3
How will change happen?	Develop, disseminate, adopt, apply, improve, with feedback at every step	4
Who is it for?	Researchers, educators, development institutions, governments, investors, journalists, the public and international organizations	5
How will people be reached?	Personal email campaigns, Substack, the research library, social media, events and repositories	6
What counts as success?	Independent citations (about 670 by 2035 in the central case), teaching, policy use and real projects	7, 8, 9
What happens first?	A set of working documents, contact lists and a tracking system in the next six months	10, 12

Source: H Heuristics.

GUIDE

How to read this report

Each section starts on a new page and can be read on its own. **Sections 1 to 4** explain what the initiative is, why ideas matter, what will be shared and how change is expected to happen. **Sections 5 to 7** cover people, channels and credibility. **Sections 8 and 9** give the projections and how progress will be measured. **Sections 10 to 12** set out the roadmap, the risks and the next documents. Blue text is a link. Projections are scenarios built on stated assumptions, not forecasts.

SECTION 01

The Initiative in Brief

A dedicated research and outreach program that turns H Heuristics' intellectual work into ideas people use: tested by researchers, taught in classrooms, weighed by institutions and applied in real decisions.

IN BRIEF

- The initiative marks a shift from developing concepts to helping them spread and be applied.
- Its mission, vision and guiding principle tie outreach directly to better development outcomes.
- It draws on four assets H Heuristics already has: ideas, a digital presence, relationships and publishing platforms.

1.1 From publishing to adoption

Until now, the main output of H Heuristics has been research: reports, essays and frameworks that set out new ways of thinking about development, risk and resilience. Dozens of reports are freely available in the H Heuristics research library, and the newest of them, *The H Heuristics Macroeconomic Architecture* (Hughes, 2026a), brings six core concepts together into one connected system.

Publishing is necessary, but it is not enough. A report that nobody reads changes nothing. A report that is read but never questioned, tested or used changes little more. The Global Concept Adoption Initiative exists to close that gap. Its job is to help the right people find the ideas, understand them, challenge them and, where the ideas hold up, apply them.

This is a change in what H Heuristics does day to day. Alongside writing, it will now plan campaigns, build relationships, listen to feedback, track how ideas travel and report honestly on what is and is not working. It will also keep developing new concepts, because the initiative depends on having strong ideas to share.

Global Concept Adoption Initiative

A dedicated H Heuristics research and outreach program that uses the organization's intellectual capital, digital presence, social capital and publishing infrastructure to spread, test and apply its concepts, so that individuals, institutions and decision-makers can better understand and act on the challenges and opportunities facing humanity this century.

H Heuristics Research Initiative, 2026

1.2 Mission, vision and guiding principle

Three statements anchor the initiative. They are short on purpose: every campaign, document and decision should be checked against them.

Table 2 The three anchors of the initiative

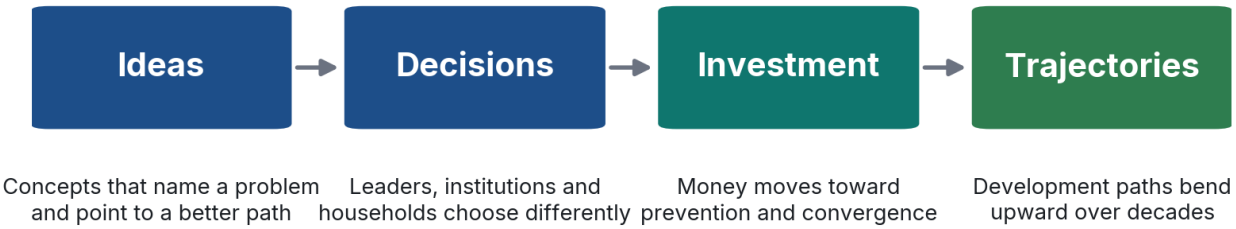
Anchor	Statement
Mission	To accelerate the global dissemination, recognition, development, and practical application of H Heuristics research and conceptual frameworks, mobilizing intellectual and social capital to advance sustainable development, economic convergence, and Polycrisis Resilience.
Long-term vision	Contribute to a world in which better economic thinking, institutional decision-making, international cooperation, and development investment substantially improve humanity's outlook throughout the 21st century.
Guiding principle	*Ideas can influence decisions. Decisions can direct investment. Investment can change development trajectories.*

Source: H Heuristics.

The guiding principle is worth reading slowly, because it describes the whole initiative in three steps. Each step is a link in a chain, and each link can break. Ideas only influence decisions if decision-makers meet them and find them convincing. Decisions only direct investment if they are backed by budgets and institutions. Investment only changes development paths if it is well chosen and sustained. The initiative works mainly on the first link, while keeping the other two in view.

Figure 1 The guiding principle as a chain of four links

How ideas turn into better development paths



Source: H Heuristics.

1.3 Four assets the initiative builds on

H Heuristics does not start from zero. It brings four kinds of capital to the initiative, and the plan is designed to use each one.

- **Intellectual capital.** A large and growing library of reports and frameworks, including the six pillars described in Section 3, with permanent identifiers (DOIs) that make them easy to cite.
- **Digital presence.** The research library, the H Heuristics Substack and listings on open repositories such as Figshare, where the work can be found by search engines and research databases.

- **Social capital.** Relationships with researchers, practitioners and readers, plus the ability to build new ones through personal outreach. Trust between people is the fastest route by which ideas travel (Section 5).
- **Publishing infrastructure.** A working pipeline that produces professional, linked, open-access reports quickly, so that new material can follow up on interest while it is fresh.

1.4 Scope: what the initiative is and is not

The initiative is a research and outreach effort. It shares ideas, invites scrutiny and supports people who want to use them. It is not a lobbying campaign, a fundraising drive or a marketing exercise designed to inflate numbers. It does not claim that H Heuristics concepts are already accepted; it sets out to earn that acceptance through quality, openness and patience. And it does not treat projections as achievements. The figures in Section 8 are targets to work toward and test against, not results already won.

1.5 What changes with the initiative

The difference between publishing alone and publishing with an adoption program shows up in almost every part of the work. The table compares the two.

Table 3 From publishing to adoption

Area	Publishing alone	With the initiative
Goal	Release good reports	Get good ideas tested and used
Audience	Whoever finds the work	Eight priority audiences, starting with about 100 anchor experts
Contact	One-way: publish and wait	Two-way: personal outreach, replies, seminars, collaboration
Feedback	Occasional and informal	Collected, logged and used to improve the concepts
Measures	Reports published, page views	Independent citations, teaching, policy use, real applications
Time frame	Report by report	A plan to 2050 with review gates

Source: H Heuristics.

SECTION 02

How Ideas Change the World

New concepts rarely change policy overnight. They work by naming problems, changing what gets measured and making new choices feel normal. History shows that this takes years, and that it helps to have champions.

IN BRIEF

- Concepts influence decisions in four main ways: naming, measuring, framing and legitimizing.
- Four well-known cases took between 6 and 30 years to move from first statement to wide institutional use.
- Most research shapes policy indirectly, by slowly changing how people think, and is used when a window of opportunity opens.

2.1 Why concepts matter

It is easy to think that decisions are driven only by money, power and events. Those matter a great deal. But people in power also need ways to make sense of what they see, and those ways come from ideas. Before a problem can be solved, it has to be noticed, named and described in a way that suggests a solution. Concepts do that work.

Studies of how research is used in policy back this up. The sociologist Carol Weiss found that research most often shapes policy not through a single study that settles a question, but through gradual 'enlightenment': ideas seep into how officials, advisers and the public think about a problem, until new choices begin to seem obvious (Weiss, 1979). The political scientist John Kingdon showed that policy change often happens when a problem, a workable solution and political will line up at the same moment, a 'policy window'. Ideas that are already well developed and familiar are the ones that get picked up when such a window opens (Kingdon, 1984).

Two lessons follow. First, influence is cumulative and slow: the job is to build familiarity and trust over years, not to win a single argument. Second, preparation matters: when a crisis or a reform moment arrives, decision-makers reach for ideas that are ready to use.

2.2 Four ways concepts shape decisions

Looking across many cases, concepts tend to change what people do in four ways. Most influential ideas use more than one.

The H Heuristics pillars are designed to work through all four mechanisms. Polycrisis Resilience **names** a problem. The Human Survivability Dividend offers a way to **measure** benefits that standard accounts leave out. Preventive Development Economics **frames** development spending as protection rather than charity. And independent citations and institutional use, the main goals of this initiative, are how concepts become **legitimate**.

Table 4 How a concept changes what people do

Mechanism	What it means	Example
Naming	Gives a shared word to a problem that was hard to see or discuss	'Polycrisis' gave leaders a word for crises that arrive together and feed each other
Measuring	Creates a number or index that people can track and compare	The Human Development Index made health and education count alongside income
Framing	Changes the question people ask	'Planetary boundaries' turned 'how much damage?' into 'how much room is left?'
Legitimizing	Makes a new choice feel respectable and safe to defend	A city adopting the 'doughnut' model gave others permission to follow

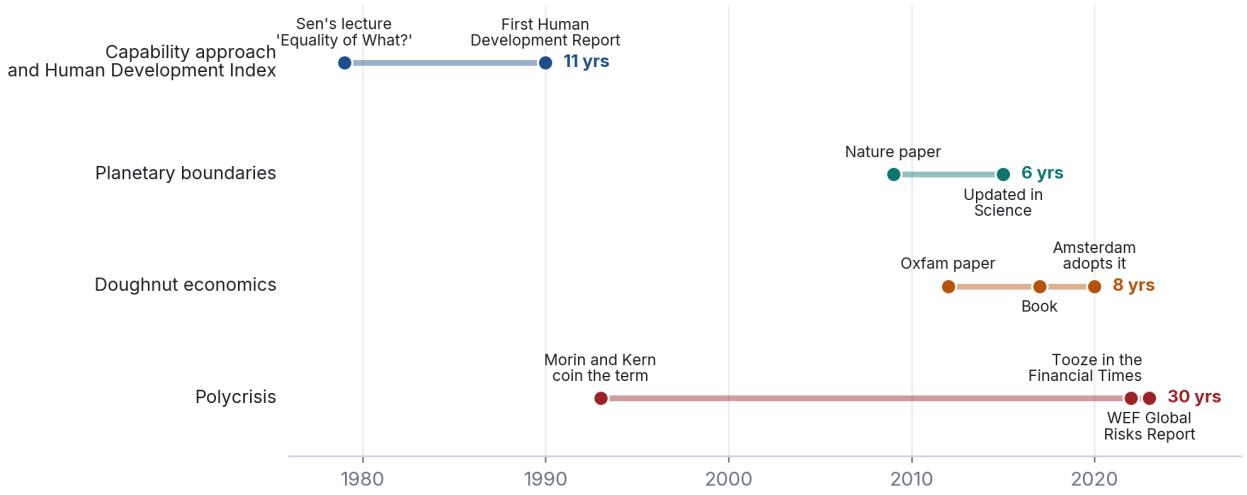
Source: H Heuristics, drawing on the cases in this section.

2.3 Four case studies in how ideas spread

Some of the most influential ideas in development and sustainability over the past half-century show what success can look like, and how long it can take.

Figure 2 Influential concepts took 6 to 30 years to reach wide institutional use

Selected milestones from first statement to wide use



Sources: (Sen, 1980); (UNDP, 1990); (Rockström et al., 2009); (Steffen et al., 2015); (Raworth, 2012); (Raworth, 2017); (The Amsterdammer, 2020); (Morin and Kern, 1999); (Tooze, 2022); (World Economic Forum, 2023).

The capability approach and the Human Development Index

In a 1979 lecture, the economist Amartya Sen asked what equality should actually be measured in, and argued for people's real capabilities rather than income alone (Sen, 1980). Eleven years later, the United Nations Development Programme published the first *Human Development Report*, which ranked countries on health and education as well as income (UNDP, 1990). The idea did not spread on its own: it had a champion inside an institution, the economist Mahbub ul Haq, and a simple number that journalists and governments could report every year. Sen's later book, *Development as Freedom*, carried the ideas to a wide audience (Sen, 1999).

Planetary boundaries

A 2009 paper in *Nature* proposed a set of limits within which humanity can safely operate (Rockström et al., 2009). Its power came from a clear picture and a clear question: how close are we to the edge? An update in *Science* six years later strengthened the evidence (Steffen et al., 2015), and the framework is now widely used across research, business and government.

Doughnut economics

Kate Raworth first set out the 'doughnut', a safe and just space between a social foundation and an ecological ceiling, in a 2012 Oxfam paper (Raworth, 2012), and then in a popular 2017 book (Raworth, 2017). In 2020 the city of Amsterdam launched its own 'City Doughnut' as a basis for policy (The Amsterdammer, 2020). The path ran from a short paper, to a book written for a general audience, to a real city willing to try it.

Polycrisis

The word 'polycrisis' was used by Edgar Morin and Anne Brigitte Kern in 1993 (Morin and Kern, 1999). It lay mostly unused for decades, until the historian Adam Tooze popularized it in the *Financial Times* in 2022 (Tooze, 2022), and the World Economic Forum built its 2023 *Global Risks Report* around it (World Economic Forum, 2023). The idea's moment came when events made it urgently useful, which is Kingdon's policy window in action.

2.4 Lessons for H Heuristics

The four stories differ in field and timing, but they share a pattern. The table sums up what each lesson means in practice for this initiative.

Table 5 What the case studies teach

Lesson	What it means for the initiative
Influence takes years	Plan for a decade or more; judge early success by engagement and citations, not policy change
Champions matter	Find and support people inside universities and institutions who find the ideas useful
Simple pictures and numbers travel	Offer one clear diagram and one headline measure per concept
Plain-language versions widen reach	Pair each technical report with a short, readable essay or brief
A first adopter gives permission	One credible institution or city using an idea makes it easier for others
Timing follows events	Have ready-made material for when a crisis or reform moment opens a window

Source: H Heuristics.

None of these concepts became influential because their authors maximized exposure. They became influential because they were useful, clearly expressed and taken up by credible people who tested and championed them. That is the model this initiative follows.

SECTION 03

The Intellectual Foundation: Six Pillars

The initiative shares a connected system of six concepts. Together they explain what threatens progress, where and how to invest, and how to count what that investment protects.

IN BRIEF

- The six pillars are set out together in the Macroeconomic Architecture report.
- They run in three layers: diagnosis, execution and valuation.
- Finance tools, such as cheaper capital and debt pauses after disasters, carry the ideas into practice.

3.1 One system, not six separate ideas

The Macroeconomic Architecture report brings together six concepts developed by Hunter Hughes, Founder of H Heuristics, into one connected framework (Hughes, 2026a). This matters for the initiative. Readers who meet one concept can be guided to the others, and each concept is easier to understand once its place in the whole is clear.

The framework has three layers. The first diagnoses the problem: crises that arrive together and reinforce one another. The second sets out how to respond through investment. The third provides ways to value the results in human terms. Figure 3 shows how they fit.

3.2 Layer one: diagnosis

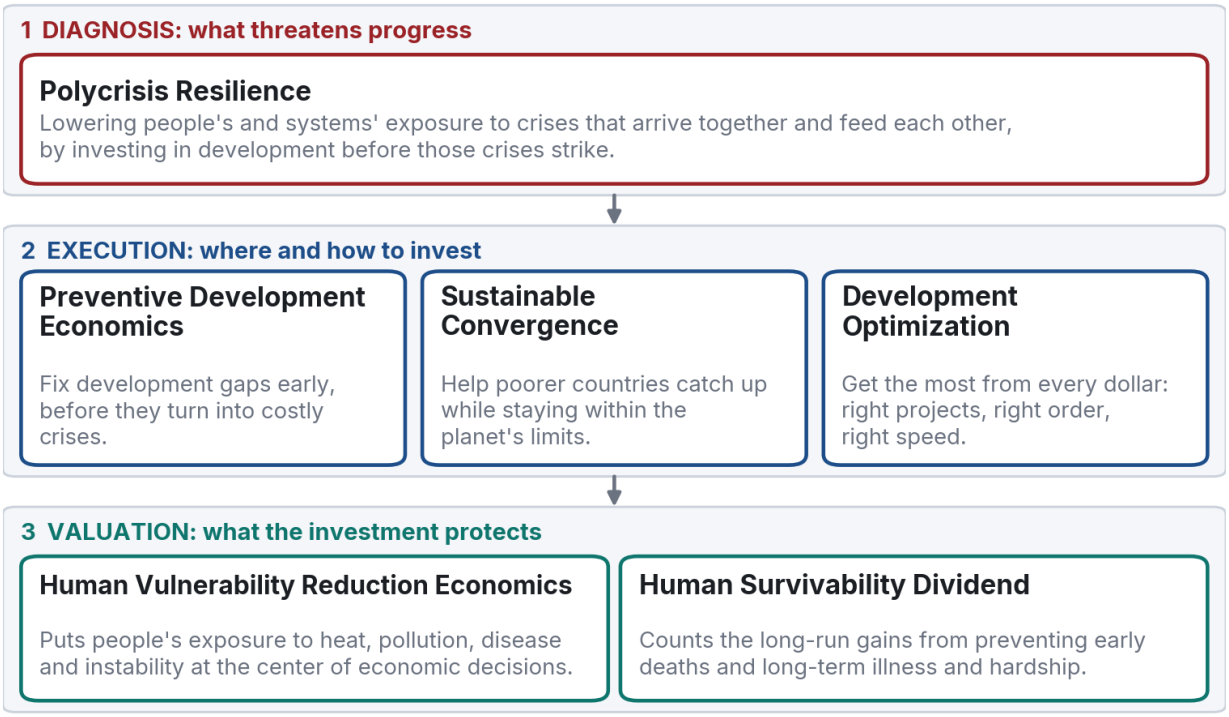
Polycrisis Resilience is about reducing how exposed people and systems are to crises that arrive together and feed one another: a heatwave during an energy price spike, a flood during a debt crisis, a pandemic during a food shortage. The central idea is that development itself is the best defense. Clean power, safe water, nearby clinics and digital connections make households and countries far harder to knock down (Hughes, 2026f; Hughes, 2026c). H Heuristics has also estimated how many lives such an approach could save over the century (Hughes, 2026d).

3.3 Layer two: execution

Preventive Development Economics argues that much of the harm caused by disasters comes from development gaps left open years before. It favors investments that close those gaps early, because they pay off twice: they raise living standards in ordinary times and reduce losses when a shock hits. Independent studies support the broad logic: the World Bank estimates that investing in more resilient infrastructure in developing countries returns about four dollars for each dollar spent (Hallegatte et al., 2019), and the Global Commission on Adaptation found returns of roughly two to ten dollars per dollar for a range of adaptation investments (Global Commission on Adaptation, 2019).

Figure 3 The six pillars run from diagnosing crises to valuing what is protected

The H Heuristics Macroeconomic Architecture in three layers



Finance tools carry the framework into practice: cheaper capital, debt pauses after disasters, resilience-linked bonds

Source: H Heuristics, based on (Hughes, 2026a).

Sustainable Convergence is about poorer countries catching up with richer ones in income, technology, health and education, while staying within the planet's limits. It rejects the idea that countries must pollute first and clean up later, and points to clean energy and digital tools that let them leap ahead (Hughes, 2026e).

Development Optimization is the practical, engineering side of the framework. It asks how to get the most from each dollar: which projects to fund, in what order and how fast, so that early investments make later ones cheaper and more effective.

3.4 Layer three: valuation

Human Vulnerability Reduction Economics puts people's exposure to heat, pollution, disease, conflict and digital disruption at the center of economic decisions, rather than treating them as side effects. **The Human Survivability Dividend** is a way to count the long-run gains from preventing early deaths and long-term illness, including the value of healthier, more productive lives across generations.

Table 6 The six pillars in plain language

Pillar	The question it answers	Who needs it most
Polycrisis Resilience	How do we stay standing when several crises hit at once?	Governments, risk planners, international organizations
Preventive Development Economics	Which gaps, if closed now, prevent the most harm later?	Finance ministries, development banks, economists
Sustainable Convergence	How can poorer countries catch up without breaking planetary limits?	Development institutions, investors, researchers
Development Optimization	In what order and at what speed should we invest?	Project planners, development banks, governments
Human Vulnerability Reduction Economics	How exposed are people, and how do we bring that into economics?	Researchers, public health and social policy teams
Human Survivability Dividend	What is preventing early death and long illness worth?	Economists, investors, budget offices

Source: H Heuristics, based on (Hughes, 2026a).

3.5 From ideas to finance

The framework also proposes practical finance tools to carry the ideas into the real economy: ways to lower the high cost of borrowing that holds back investment in developing countries, clauses that pause debt repayments after a major disaster, and bonds linked to resilience goals (Hughes, 2026a). Some of these build on existing proposals, such as the Bridgetown Initiative led by Barbados (Bridgetown Initiative, 2024). For the initiative, these tools are an important bridge: they give development institutions and investors something concrete to evaluate.

CREDIBILITY NOTE

Being careful with the big numbers

The Macroeconomic Architecture report includes very large century-scale estimates, such as hundreds of millions of lives saved and hundreds of trillions of dollars in preserved value. The report itself describes these as aspirational scenario projections rather than modelled estimates (Hughes, 2026a).

In outreach, the initiative will present them that way, and will lead with claims backed by independent evidence, such as the benefit-cost studies cited above. Being upfront about uncertainty is one of the fastest ways to earn the trust of researchers and institutions.

SECTION 04

Theory of Change

The initiative is built on a five-stage chain: develop, disseminate, adopt, apply and improve. Each stage has its own signs of success, and what is learned along the way flows back into better concepts.

IN BRIEF

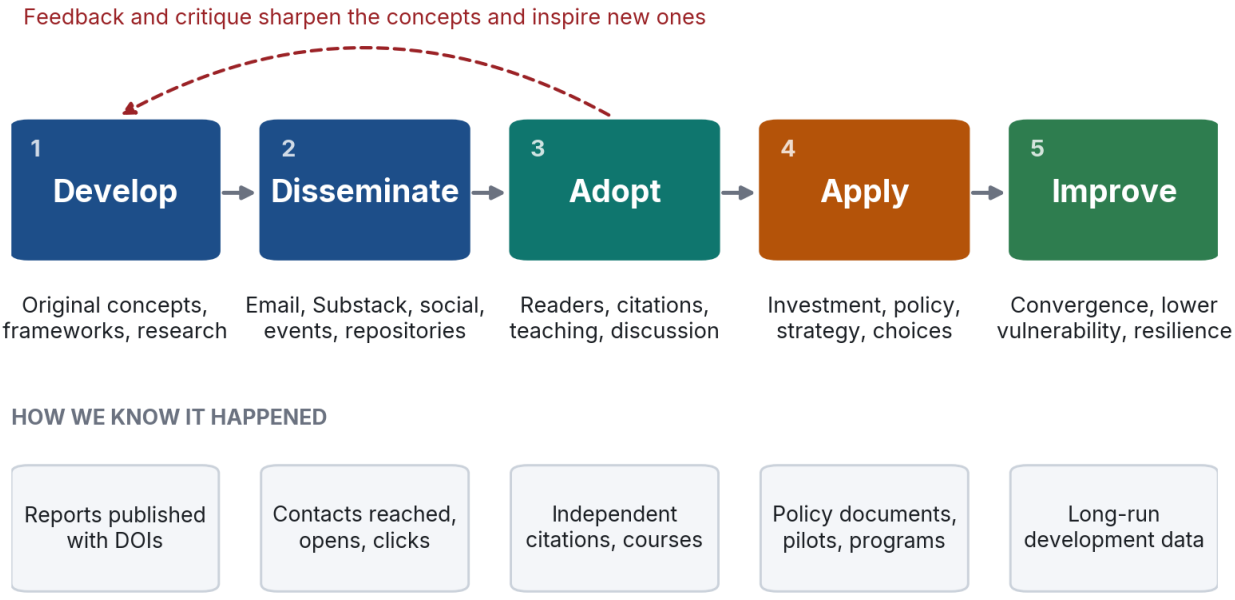
- The aim is not more readers for their own sake, but real influence on development decisions.
- Each stage depends on assumptions that can be tested; the plan names them openly.
- Feedback and criticism are part of the design, not a threat to it.

4.1 Five stages from idea to outcome

A theory of change is a plain statement of how an effort is expected to make a difference: the steps between what an organization does and the change it hopes to see, and the assumptions that link them. Writing it down makes the plan easier to test and to fix.

Figure 4 Five stages turn intellectual work into better development outcomes

The initiative's theory of change, with signs of success at each stage



Source: H Heuristics.

Stage 1, Develop. H Heuristics creates original concepts, frameworks and research, and keeps improving them. Success means clear, well-sourced reports with permanent identifiers that others can cite.

Stage 2, Disseminate. The ideas are shared through email campaigns, Substack essays, the research library, social media, academic outreach and institutional engagement (Section 6). Success means reaching the right people, not just many people.

Stage 3, Adopt. People read the work, discuss it, teach it and cite it in their own research. This is where ideas start to travel without H Heuristics pushing them. Success means *independent* engagement.

Stage 4, Apply. Institutions, governments, investors and individuals use the ideas in real choices: an appraisal method, a policy paper, an investment strategy or a household decision. Success means visible use in decisions.

Stage 5, Improve. Over many years, better decisions add up to better development outcomes: faster and cleaner catching-up, fewer people exposed to harm and stronger resilience to crises. It is the purpose of the effort, and the hardest to trace to any one cause.

4.2 The assumptions behind the chain

Every arrow in Figure 4 rests on an assumption that can be checked; if one proves wrong, the plan should change.

Table 7 Key assumptions and how they will be tested

Link	Assumption	Why it might fail	How we will check
Develop to disseminate	The concepts are clear and useful enough to interest busy experts	Ideas feel too broad, too new or too abstract	Reply rates and the content of replies to early campaigns
Disseminate to adopt	Personal outreach leads some experts to read and engage	Messages are ignored or seen as promotional	Opens, clicks, reads and replies by audience
Adopt to apply	Researchers and institutions who engage will use the ideas in their own work	Interest stays private and never shows up in decisions	Independent citations, syllabi and policy mentions
Apply to improve	Ideas that are used lead to better choices and better outcomes	Ideas are used in name only, or in the wrong way	Case studies of specific applications
Feedback to develop	Critique and new evidence improve the concepts over time	Feedback is not collected or not acted on	A yearly review of what changed and why

Source: H Heuristics.

4.3 Why the distinction between reach and influence matters

It would be easy to build an outreach effort that produces impressive numbers: large mailing lists, high page views, many search results. Those numbers can rise while real influence stays flat. The theory of change guards against this by giving most weight to the later stages, where other people choose, freely and in public, to build on the work. The aim is not more readers for their own sake, but real influence on how the world develops.

This also means being ready to hear 'no'. If a concept fails to persuade careful readers, it may need sharper definitions, better evidence or a narrower claim. The feedback loop in Figure 4 exists so that criticism makes the work stronger.

SECTION 05

Audiences and Social Capital

Ideas travel through people. The initiative focuses on eight audiences who can amplify, test, develop and apply the concepts, and treats trusted relationships as its main engine.

IN BRIEF

- The goal is to reach people who can independently amplify, evaluate, develop and apply the concepts.
- Eight priority audiences play four roles: validators, amplifiers, adopters and appliers.
- A small network of well-chosen 'anchor' contacts matters more than a large list.

5.1 Social capital as the engine of diffusion

Social capital means the value held in relationships: the trust, goodwill and connections that let people share information and act together. Research on how new ideas and practices spread has long shown that people adopt them mainly because someone they know and trust has done so first (Rogers, 2003). A recommendation from a respected colleague carries far more weight than an unsolicited message from a stranger.

For the initiative, this means the first goal is not a huge audience but a well-connected one. If a few hundred thoughtful researchers, teachers and practitioners engage seriously with the concepts, they will carry them into their own networks, classrooms and institutions in ways no campaign can. Success breeds success here too: work that is already cited tends to attract more attention and more citations, an effect the sociologist Robert Merton called the 'Matthew effect' (Merton, 1968).

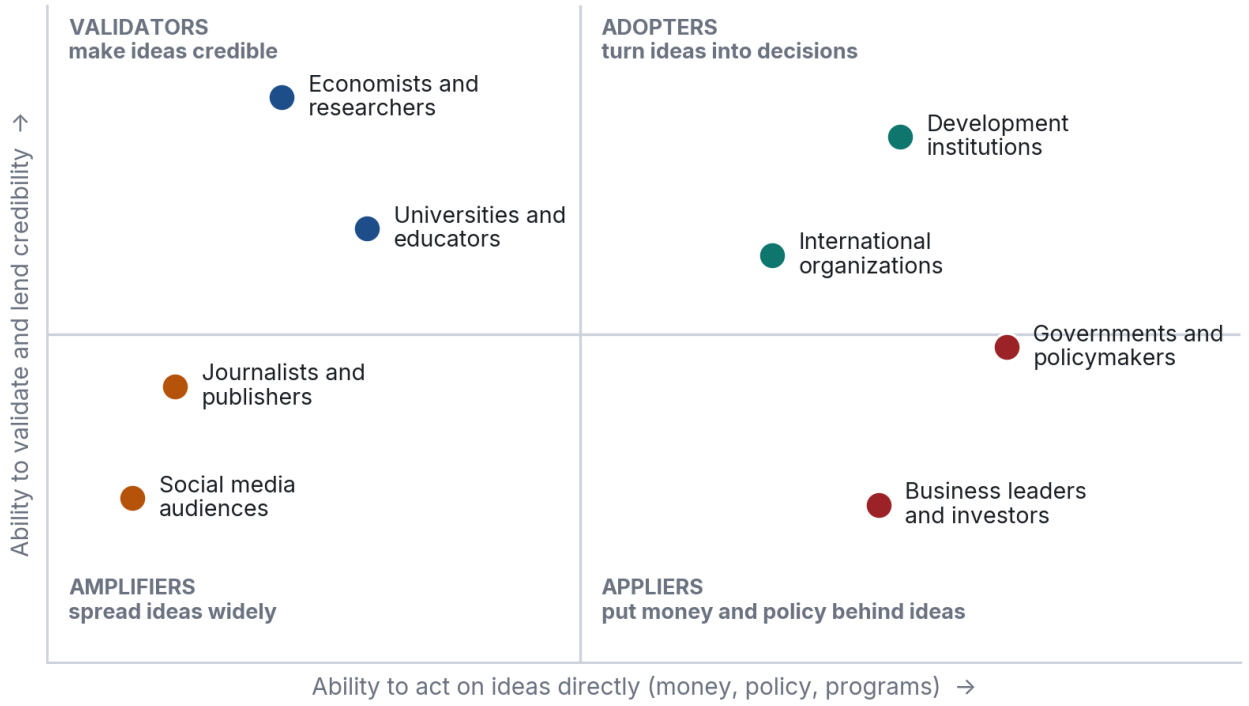
5.2 Four roles people play

The eight priority audiences can be grouped by two questions: how much can they lend credibility to an idea, and how directly can they act on it? Figure 5 places each audience on that map. The positions are H Heuristics judgements, meant as a planning aid rather than a measurement.

- **Validators** (economists, researchers, universities and educators) decide whether an idea is sound. Their engagement, including their criticism, is what turns a concept into accepted knowledge.
- **Amplifiers** (journalists, publishers and social media audiences) spread ideas widely and shape public discussion. They need clear stories and simple pictures.
- **Adopters** (development institutions and international organizations) can build ideas into frameworks, guidance and programs used across many countries.
- **Appliers** (governments, policymakers, business leaders and investors) put money and policy behind ideas. They need practical tools, cases and numbers they can defend.

Figure 5 Different audiences validate, amplify, adopt or apply ideas

Priority audiences by their ability to lend credibility and to act directly



Source: H Heuristics judgement.

5.3 What each audience needs

Each audience has a different reason to care and a different first step. The table below sets out the outcome the initiative hopes for, what H Heuristics can offer, and the first thing to ask of each group.

5.4 Building the network: anchors first

The initiative will start by identifying about 100 'anchor' contacts: people whose work is closely related to one or more pillars and who are respected in their fields. Each anchor gets a personal message about the concept closest to their interests, and a genuine invitation to respond, criticize or collaborate. Anchors are found by searching open research databases such as OpenAlex for recent work on polycrisis, resilience, adaptation finance, convergence and related topics (OpenAlex, 2026), and by asking early responders who else should see the work.

Around the anchors sits a wider circle of several thousand contacts reached through campaigns, and beyond that the open public reached through Substack, search and social media. The aim is to move people inward over time, from reader to correspondent to collaborator.

Table 8 Priority audiences, desired outcomes and first asks

Audience	Desired outcome	What we offer	First ask
Economists and researchers	Academic engagement and citations	Citable reports, open questions, data and methods	Read one report and share a critique
Universities and educators	Research discussion and teaching	Short briefs, reading lists, seminar-ready slides	Consider one concept for a course or seminar
Development institutions	Framework evaluation and application	Finance proposals and country cases	Review one framework against current practice
Governments and policymakers	Policy consideration	Two-page policy briefs with clear options	Discuss one proposal with the relevant team
Business leaders and investors	Sustainable development investment	The case for preventive, dual-return investment	Test one idea in an investment screen
Journalists and publishers	Wider dissemination	Plain-language essays, charts and an expert to quote	Cover the ideas or invite a guest piece
Social media audiences	Public awareness and discussion	Short posts and visuals that link to the reports	Follow, share and discuss
International organizations	Institutional engagement	The full framework and institutional action ideas	Meet to explore a joint discussion or event

Source: H Heuristics.

5.5 Tailoring the message to each role

The same concept needs to be presented differently to each role. A researcher wants to know what is new and whether it holds up; a minister's adviser wants to know what to do on Monday. Matching the message to the role is the single biggest factor in whether outreach is welcomed or ignored.

- **For validators:** lead with the research question, the method and the open problems. Invite critique explicitly and offer data.
- **For amplifiers:** lead with a human story and one striking, well-sourced fact. Offer a chart and a plain-language summary.
- **For adopters:** lead with how the framework fits existing mandates, such as disaster risk reduction or climate finance. Offer a short options paper.
- **For appliers:** lead with costs, returns and examples. Offer a simple tool or checklist they can try on a real decision.

SECTION 06

Channels and Campaigns

Email campaigns lead the outreach, supported by the publishing platforms H Heuristics already runs. Every message is personal, relevant, lawful and points to a citable source.

IN BRIEF

- Each campaign wave reaches about 5,000 carefully chosen contacts; volume grows from 5,000 contacts in 2027 to 8,000 a year by 2030.
- Messages follow a simple sequence: introduce, follow up, offer a resource, invite a conversation.
- All campaigns follow anti-spam and data-protection rules in every country reached.

6.1 The role of each channel

Different channels do different jobs. Email opens a direct conversation. The research library provides the solid, citable source every message points to. Substack makes the ideas readable for a wider audience. Repositories make the work easy for researchers and search tools to find. Social media and events keep the conversation going.

Table 9 What each channel is for

Channel	Main job	H Heuristics asset
Email campaigns	Open direct, personal conversations with priority audiences	Targeted contact lists by audience and region
Research library	The citable source behind every message	researchreports.hheuristics.com: open access, a DOI per report
Substack essays	Explain the ideas in plain language for a wide audience	hheuristics.substack.com
Open repositories	Help researchers and databases find and cite the work	Figshare and other repositories with permanent DOIs
Social media	Spark public discussion and point back to the reports	Short posts, charts and summaries from each report
Seminars and events	Give experts a chance to question the ideas in person	Talks, webinars and roundtables
Institutional engagement	Explore practical use with organizations	Briefings, working sessions, joint papers

Source: H Heuristics.

6.2 How an email campaign works

Each campaign is built around one audience and one concept. A good campaign message is short, personal and useful. It explains in two or three sentences why this idea matters to this person's work, links to one report, and asks for one small thing, such as a reply with their view. It never pretends to be something it is not, and it always makes it easy to stop receiving messages.

Each contact receives a short sequence rather than a single message:

1. **Introduction.** A personal note connecting one concept to the reader's own work, with a link to the most relevant report.
2. **Follow-up** (about two weeks later, only if there was no reply). A brief reminder with one new piece of value, such as a chart or a short summary.
3. **Resource.** For people who engaged, a deeper piece: the methods, the data or a related report.
4. **Invitation.** For the most engaged, an invitation to a conversation, seminar, review or joint piece of work.

TEMPLATE

A sample first message

Subject: Your work on adaptation finance and a framework you may find useful

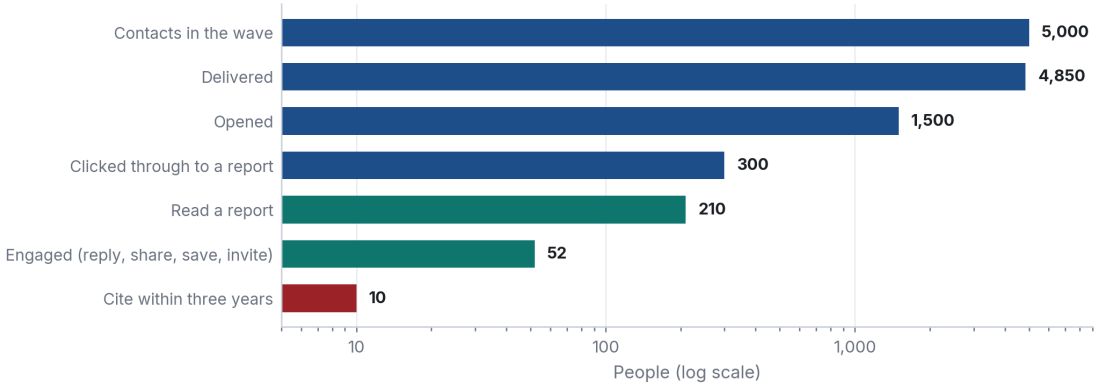
Dear Dr. [Name], I read your recent paper on [topic] with interest, especially your point about [specific finding]. H Heuristics has published an open-access report on Preventive Development Economics, which argues that closing development gaps early pays off twice: higher living standards now and smaller losses when shocks hit. Your perspective would be valuable, including where you think the argument is weak. The report is here: [link]. If this is not relevant to you, just let me know and I will not write again. Best wishes, [Name], H Heuristics.

6.3 What a campaign wave can realistically achieve

It helps to be realistic about what email alone can do. Figure 6 follows a wave of 5,000 personal messages through each step, using H Heuristics' working assumptions. About 1,500 people might open the message, 300 click through, 210 read a report, and 52 engage further. Of those, perhaps 10 will cite the work within three years.

Figure 6 One wave of 5,000 messages might lead to about 10 new citing researchers

Expected people at each step for one campaign wave of 5,000 contacts



Source: H Heuristics assumptions. Open rates are approximate because some email apps report opens automatically (Apple, 2021).

Over 2027 to 2030 the plan reaches about 27,500 contacts, which on these assumptions yields about 1,155 careful readers and around 55 early citing researchers. That may sound small, but it is the seed. Those early adopters bring the ideas to colleagues, students and institutions, and that word-of-mouth effect is what turns tens of citations into hundreds and then thousands (Section 8).

The assumptions are set slightly above broad email marketing averages for clicks, because each message is personal and relevant to its reader (Mailchimp, 2025). They are starting points to test, not facts, and will be replaced by real results after the first waves.

6.4 The first year's campaign plan

The first year focuses on validators, because their engagement gives every later conversation more weight. Each audience is matched with the concept most relevant to its work.

Table 10 Planned contacts by audience in 2027

Audience	Contacts	Lead concept	Timing
Economists and researchers	1,800	Preventive Development Economics	Q1 and Q3
Universities and educators	900	Sustainable Convergence	Q1 and Q3
Development institutions	600	Development Optimization and finance tools	Q2
Governments and policymakers	500	Polycrisis Resilience	Q2 and Q4
International organizations	400	The full framework	Q2
Business leaders and investors	400	Human Survivability Dividend	Q3
Journalists and publishers	400	Polycrisis Resilience	Q4
Total	5,000		

Source: H Heuristics plan.

6.5 Staying within the rules

Sending messages to people who did not sign up is regulated in most countries. The initiative will follow the strictest rules that apply to each contact; respectful outreach also protects trust in the ideas.

- **United States.** The CAN-SPAM Act requires honest subject lines and sender details, a physical address and a working, promptly honored way to opt out (Federal Trade Commission, 2023).
- **European Union and United Kingdom.** The General Data Protection Regulation requires a lawful basis for using personal data, clear information about how it is used, and respect for people's rights to object and to have data deleted (European Union, 2016). National rules on electronic marketing add further limits.
- **Canada.** Canada's Anti-Spam Legislation generally requires consent before sending commercial electronic messages, with narrow exceptions (CRTC, 2014).
- **Everywhere.** Use only publicly listed professional addresses, write individually, keep volumes modest, honor every opt-out immediately, and keep a record of where each contact came from.

SECTION 07

Credibility First

The initiative aims for credible adoption, not maximum exposure. Independent citations, critical engagement, testing against data and real-world use carry far more weight than search visibility alone.

IN BRIEF

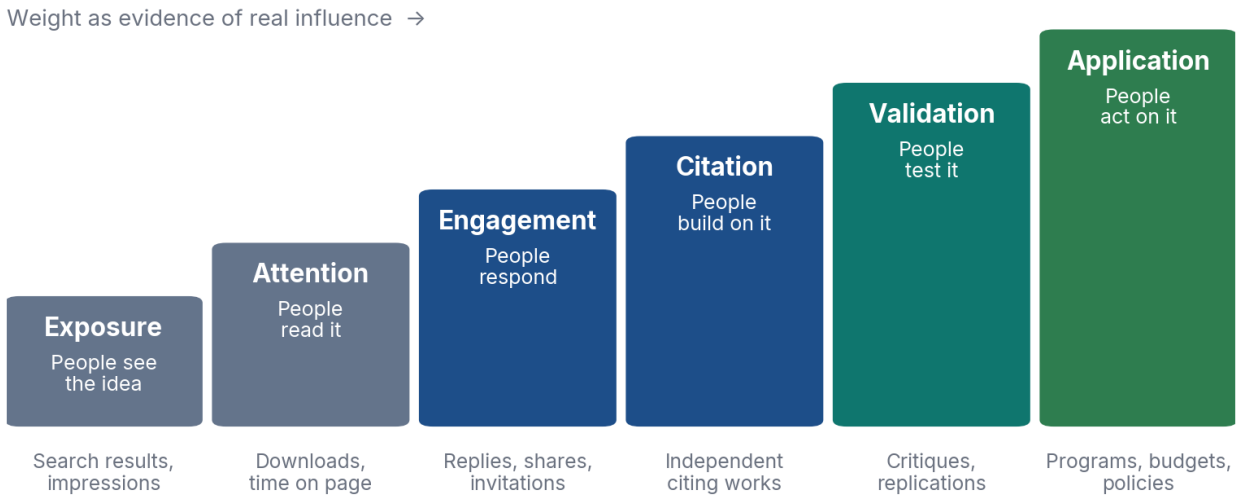
- Not all attention is equal: a single serious critique can be worth more than thousands of page views.
- Openness, honesty about uncertainty and respect for critics are the fastest routes to trust.
- The initiative will measure what matters and avoid any tactic that inflates numbers.

7.1 The ladder of influence

Attention comes in many forms, and they are not equally valuable. Figure 7 arranges them as a ladder. Lower rungs, such as being seen in search results, are easy to reach but say little about real influence. Higher rungs, such as being tested by independent researchers or used in a real program, are hard to reach but show that the ideas are doing work in the world.

Figure 7 Higher rungs show real influence; lower rungs show only attention

Six levels of engagement and the evidence for each



Source: H Heuristics.

Two kinds of evidence can be misleading. Search visibility can be shaped by how pages are written rather than by whether anyone values them. And attention on social media, while useful, is only loosely linked to later scholarly use (Eysenbach, 2011). The initiative will track these numbers, but it will report progress mainly by the higher rungs.

7.2 Seven principles for credible adoption

1. **Invite scrutiny.** Ask experts to test and challenge the concepts, not only to cite them. Publish thoughtful critiques and respond to them openly.
2. **Separate evidence from projection.** Say clearly which claims rest on independent data and which are scenarios or aspirations. Lead with the strongest-sourced claims.
3. **Publish the method.** Release the assumptions, data and code behind each estimate, so others can check and improve it. Openness is the quickest path to independent validation.
4. **Keep the work open.** Free access to reports increases readership and citations; large studies find that open-access articles tend to be cited more (Piwowar et al., 2018). A permissive licence such as CC BY 4.0 lets others reuse the material with credit (Creative Commons, 2013).
5. **Make citation easy.** Every report has a DOI, a suggested citation and a stable link, and authors are identifiable through services such as ORCID (ORCID, 2026).
6. **Count independently.** Report citations from other authors separately from H Heuristics' own references to its work.
7. **Follow responsible-metrics guidance.** Treat numbers as one input, alongside expert judgement, as recommended by the Leiden Manifesto and the San Francisco Declaration on Research Assessment (Hicks et al., 2015; DORA, 2012).

7.3 Handling the big claims

Some H Heuristics publications describe the concepts as already 'established' or 'canonical', and present large century-scale estimates of lives saved and value preserved (Hughes, 2026b). The Macroeconomic Architecture report is careful to say that these figures are the author's scenario projections and that claims of recognition are the author's own characterization (Hughes, 2026a). For outreach to experts, that careful framing is the right one to use everywhere.

Experienced researchers are quick to discount work that seems to overclaim, and slow to forgive it. The initiative will therefore describe the concepts as *proposed frameworks* that are being offered for testing, describe projections as *scenarios*, and let independent adoption, when it comes, speak for itself. This is not modesty for its own sake; it is the strategy most likely to succeed.

SAFEGUARDS

What the initiative will not do

- Buy followers, citations, reviews or placements, or take part in citation exchanges.
- Send bulk unsolicited messages, hide the sender or make opting out difficult.
- Present projections or aspirations as measured results.
- Count H Heuristics' own citations of its work as evidence of adoption.
- Ignore or hide serious criticism of the concepts.

SECTION 08

Impact Projections

Using a standard model of how new ideas spread, the central scenario reaches about 140 independent citations by 2030, 670 by 2035 and 2,900 by 2050. The range runs from hundreds to several thousand.

IN BRIEF

- Without the initiative, the same model gives about 43 citations by 2035 and 500 by 2050.
- The initiative's main effect is to start the snowball sooner: about 16 times more citations by 2035 in the central case.
- All figures are scenarios built on stated assumptions; they will be checked against real data every year.

8.1 How the projections are made

New products, technologies and ideas tend to spread along an S-shaped curve: slowly at first, then faster as early adopters influence others, then more slowly again as most potential adopters have been reached. The marketing scientist Frank Bass captured this pattern in a simple model that is still widely used (Bass, 1969). The same pattern appears in classic research on the spread of innovations (Rogers, 2003).

The Bass model needs only three numbers. The **potential** is how many people would eventually adopt the idea. The **outside push** is how strongly outreach brings in new adopters on its own. The **word-of-mouth effect** is how strongly existing adopters bring in new ones. Here, an 'adopter' is an independent work that cites the H Heuristics concepts: a paper, book, thesis, report or policy document by someone outside H Heuristics.

Table 11 Scenario assumptions

Scenario	Potential citing works	Outside push	Word of mouth	What it represents
Without the initiative	800	0.002	0.22	Publishing continues; no active outreach
Low	1,200	0.005	0.25	Outreach runs but response is weak
Central	3,000	0.006	0.30	Steady outreach and a fair response from experts
High	8,000	0.008	0.36	Strong response, champions and institutional uptake

Source: H Heuristics assumptions. Outside push and word of mouth are the Bass model's yearly coefficients (Bass, 1969).

The outreach initiative mainly raises the outside push, by putting the work in front of the right people. Over time it also raises the word-of-mouth effect and the potential, because each engaged expert brings in others and because a well-tested framework is useful to more people. The low

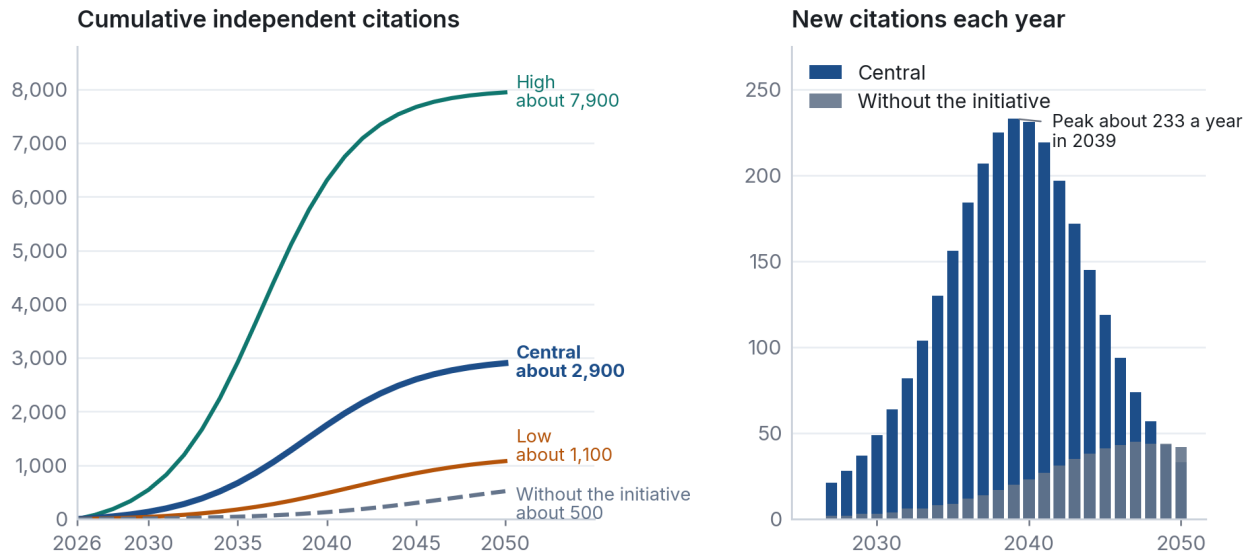
and high scenarios show what happens if those effects turn out weaker or stronger than expected.

8.2 Citations: from tens to thousands

Figure 8 shows the result. In the central scenario, independent citations build slowly to about 140 by 2030, then accelerate as word of mouth takes over, reaching about 670 by 2035 and 1,800 by 2040. Growth peaks around 2039, at roughly 233 new citing works a year, before levelling off near 2,900 by 2050.

Figure 8 The central scenario reaches about 670 citations by 2035 and 2,900 by 2050

Independent citing works, cumulative (left) and per year (right), 2026–2050



Source: H Heuristics calculations using the Bass diffusion model (Bass, 1969).

The range is wide, as it should be for a 25-year view. The low scenario reaches about 1,100 citations by 2050; the high scenario about 7,900. Without the initiative, the model gives about 500, and most of those arrive late, after 2040. The initiative's biggest effect is on timing: it starts the snowball a decade or more sooner.

Table 12 Projected independent citations by scenario

Scenario	2027	2030	2035	2040	2050
Without the initiative	2	10	43	129	519
Low	7	40	179	484	1,079
Central	21	135	671	1,751	2,904
High	77	544	2,920	6,310	7,947
Added by the initiative (central)	19	125	628	1,622	2,385

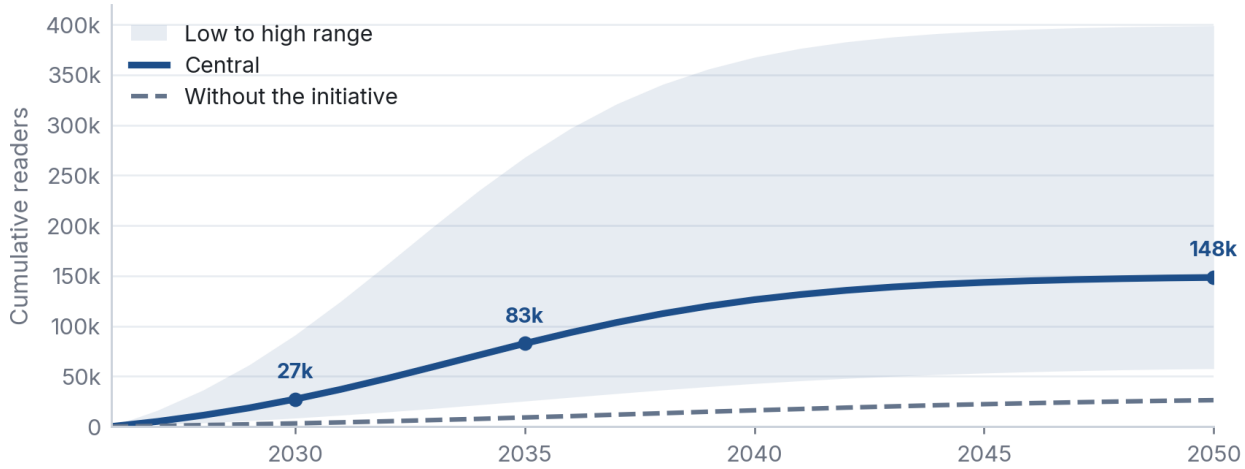
Source: H Heuristics calculations. Values are model outputs; read them as rounded to the nearest ten or hundred.

8.3 Readers

Readership follows the same S-shape, starting from a larger base because reading is easier than citing. In the central scenario, about 27,000 people will have read at least one H Heuristics report by 2030, about 83,000 by 2035 and about 148,000 by 2050. The low-to-high range for 2050 runs from about 58,000 to 399,000.

Figure 9 About 148,000 readers by 2050 in the central scenario

Cumulative unique readers of H Heuristics reports, 2026–2050



Source: H Heuristics calculations using the Bass diffusion model (Bass, 1969).

8.4 Teaching, policy and institutions

Citations are only one sign of influence. The initiative also tracks teaching, policy use and institutional engagement. These are harder to project, so the table below links them to citations with simple ratios: one course for about every 60 citations, one policy or institutional document for about every 25, and one institution in active engagement for about every 75. These ratios are H Heuristics assumptions and will be updated as real data come in.

Table 13 Wider signs of adoption in the central scenario

Indicator	2030	2035	2040	2050
Independent citing works	135	671	1,751	2,904
Cumulative readers	27,200	82,600	126,200	148,300
University courses using a concept	2	11	29	48
Policy and institutional documents citing the work	5	27	70	116
Institutions in active engagement	2	9	23	39

Source: H Heuristics calculations and assumptions.

8.5 What matters most

Which assumptions matter most? Table 14 changes one assumption at a time in the central scenario. The answer is clear and useful. Outreach, the outside push, mainly changes *when* citations arrive: halving it cuts the 2035 figure by almost half but barely changes 2050. The potential, which reflects how useful and convincing the ideas are, mainly changes *how far* they go: halving it halves the 2050 figure.

Table 14 How the central projection changes when one assumption changes

Change to the central scenario	2030	2035	2050
Central scenario as set out above	135	671	2,904
Outside push halved	69	372	2,803
Outside push 50% higher	199	918	2,939
Word of mouth 0.05 weaker	120	523	2,748
Word of mouth 0.05 stronger	151	854	2,966
Potential halved	67	336	1,452
Potential 50% higher	202	1,007	4,356

Source: H Heuristics calculations using the Bass diffusion model (Bass, 1969).

The lesson for the initiative is that outreach buys time, but quality decides the destination. Both matter: reaching the right people early starts the snowball, and work that stands up to scrutiny determines how large it can grow.

8.6 How to read these numbers

- **They are reasonable, not guaranteed.** Hundreds of citations within a decade, and a few thousand over a generation, is ambitious but realistic for a body of work that is open, useful and actively shared.
- **They count independent work only.** Self-citations by H Heuristics are excluded, which makes the targets harder to reach and more meaningful when they are.
- **They will be checked every year.** If real results fall below the low scenario for two years running, the plan will change (Section 9).
- **They describe influence on thinking, not outcomes in the world.** The final stage of the theory of change, better development outcomes, cannot be projected this way and is tracked through case studies instead.

SECTION 09

Measuring Progress

What gets measured gets managed, but only if the right things are measured. The initiative tracks each stage of the theory of change with clear indicators, open tools and simple counting rules.

IN BRIEF

- Each of the five stages has its own indicators, from emails sent to policies changed.
- Free, open databases make it possible to track citations and policy use without guesswork.
- Progress is reviewed every quarter and reported publicly every year.

9.1 Indicators for every stage

The indicators below follow the theory of change in Section 4. Early stages are easy to count but say little about influence; later stages say a lot but take time to appear. Tracking all of them shows where the chain is working and where it is breaking.

Table 15 Indicators by stage

Stage	Indicators	Where the data come from	How often
Develop	Reports published, DOIs issued, concept briefs completed	H Heuristics records	Quarterly
Disseminate	Contacts reached, delivery, opens, clicks, replies; essays and posts published	Email platform, Substack, social analytics	Monthly
Reach	Report page views, PDF downloads, Substack subscribers, repository views	Site analytics, Figshare, Substack	Monthly
Adopt	Independent citing works, course syllabi, invited talks, critiques	OpenAlex, Semantic Scholar, Google Scholar, direct reports	Quarterly
Apply	Policy and institutional documents citing the work, pilots, programs	Overton, institutional replies, web searches	Twice a year
Improve	Documented cases where an idea shaped a decision and its result	Case studies with the people involved	Yearly

Source: H Heuristics.

9.2 Tools for tracking

Much of this can be tracked with free or low-cost tools. OpenAlex is an open catalogue of hundreds of millions of scholarly works that can be searched for citations to each H Heuristics DOI (OpenAlex, 2026). Semantic Scholar offers similar coverage with useful alerts (Semantic Scholar, 2026). Overton indexes policy documents from governments, think tanks and international organizations, which makes it possible to see when work is cited in policy (Overton, 2026). Altmetric tracks mentions in news and social media (Altmetric, 2026).

Table 16 Tracking tools and what they show

Tool	What it shows	Use in the initiative
OpenAlex	Scholarly works and their citations	Quarterly count of independent citing works for each DOI
Semantic Scholar	Papers, citations and alerts	Alerts when new work cites a report
Google Scholar	Broad citation coverage, including books	Cross-check of citation counts
Overton	Policy documents and their citations	Count of policy and institutional uses
Altmetric	News, blog and social media attention	Signal of public and media reach
Email and site analytics	Delivery, opens, clicks, visits, downloads	Campaign performance by audience

Source: H Heuristics.

9.3 Counting rules

Clear rules stop numbers from drifting upward through double counting or wishful thinking.

- **Independent only.** A citation counts toward adoption only if none of its authors is affiliated with H Heuristics.
- **One work, one count.** A paper that cites three H Heuristics reports counts once as a citing work; the number of reports cited is recorded separately.
- **Substance noted.** Each citing work is tagged as passing mention, substantive use, critique or application, so that quality can be tracked as well as quantity.
- **Sources kept.** Every counted item is stored with its link, so any figure in a progress report can be checked.
- **Opens treated with care.** Some email apps load images automatically, which records an 'open' even if nobody read the message (Apple, 2021). Clicks and replies are the more reliable signals.

9.4 Review rhythm and decision rules

A short dashboard is reviewed every quarter, and a fuller progress report is published every year alongside the research library. The yearly report compares actual results with the scenarios in Section 8.

9.5 Publishing progress openly

The yearly progress report will be public, short and honest. It will show the numbers, explain what they mean and say plainly where results fell short. Publishing results, including disappointing ones, is itself a way of earning trust.

- **Results against scenarios:** independent citations, readers, courses and policy uses compared with the low, central and high paths.
- **What people said:** a summary of the main critiques received and how the concepts have changed in response.

Table 17 What happens when results differ from the plan

If results are...	Then the initiative will...
Above the high scenario for two years	Invest more in the channels and audiences that are working; raise targets
Between the low and high scenarios	Continue, while testing improvements to messages and materials
Below the low scenario for two years	Pause large campaigns, interview non-responders, and rework the concepts or the approach
Strong on reach but weak on adoption	Shift effort from volume to depth: fewer contacts, more conversations and seminars
Strong on critique but weak on citations	Treat critique as progress; revise the concepts and publish responses

Source: H Heuristics.

- **Cases:** short accounts of any real decisions the ideas have informed, written with the people involved.
- **Changes to the plan:** what will be done differently next year, and why.

9.6 The quarterly dashboard

Each quarter the team reviews a single page of headline numbers against the targets for the year. The 2027 targets below are the first set; they will be updated after each annual review.

Table 18 Headline dashboard and 2027 targets

Measure	2027 target	Why it matters
Personal contacts reached	5,000	Volume needed to seed the network
Reply rate	2% or more	The clearest early sign that messages are relevant
Engaged experts	25 or more	Gate 1 test for moving to the seeding phase
Independent citing works	about 21	First evidence of adoption (central scenario)
Cumulative readers	about 5,000	Reach of the reports (central scenario)
Published critiques and responses	3 or more	Proof that the work invites and absorbs scrutiny

Source: H Heuristics plan and calculations.

SECTION 10

Roadmap to 2050

The initiative runs in four phases, from a six-month foundation to a long mainstreaming effort. Review gates between phases make sure each step is earned before the next begins.

IN BRIEF

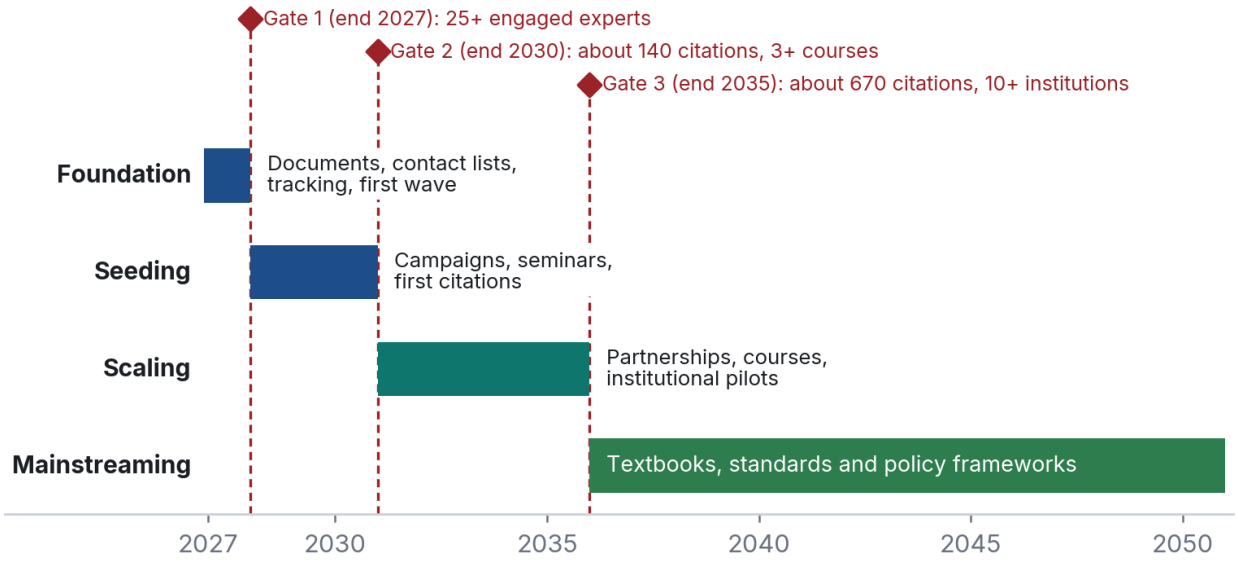
- Foundation (2026–2027) builds the documents, contact lists and tracking system.
- Seeding (2028–2030) aims for about 140 independent citations and the first courses.
- Scaling (2031–2035) and Mainstreaming (2036–2050) aim for about 670 and then 2,900 citations.

10.1 Four phases and three gates

Influence builds over decades, but plans need nearer milestones. The roadmap divides the work into four phases. Each ends at a review gate with a clear test. Passing the gate means moving on; falling short means fixing what is not working before scaling up.

Figure 10 Four phases, each opened by a review gate

Initiative phases and review gates, 2026–2050



Source: H Heuristics plan. Gate targets use the central scenario.

Phase 1: Foundation (late 2026 to end 2027)

Write the working documents listed in Section 12, build contact lists for each audience, set up tracking, and run the first campaign waves. **Gate 1** asks whether at least 25 experts have engaged seriously, by replying with substance, sharing the work or inviting further discussion.

Phase 2: Seeding (2028 to 2030)

Run regular campaigns, publish plain-language essays alongside each report, hold seminars and webinars, and build relationships with anchors. **Gate 2** asks whether independent citations have reached about 140 (central) and at least three courses use a concept. Reaching the low scenario (about 40) is the minimum to continue at full scale.

Phase 3: Scaling (2031 to 2035)

Work with partners on joint papers, teaching materials and institutional pilots, and support champions inside universities and development institutions. **Gate 3** asks whether citations have reached about 670 and at least ten institutions are actively engaged.

Phase 4: Mainstreaming (2036 to 2050)

Aim for the concepts to appear in textbooks, standard appraisal methods and policy frameworks, carried increasingly by others rather than by H Heuristics. By this stage the initiative's role shifts from pushing ideas out to supporting a community that develops them.

10.2 The first twelve months

The first year matters most, because it sets habits and tests assumptions. The quarter-by-quarter plan below follows the campaign mix in Table 10.

Table 19 First-year plan by quarter

Quarter	Main tasks	Output
Q4 2026	Write concept briefs and email templates; build anchor list; set up tracking	Seven working documents; 100 anchors identified
Q1 2027	First waves to researchers and educators; first Substack series	About 2,700 contacts; first replies logged
Q2 2027	Waves to development institutions, governments and international organizations; first webinar	About 1,500 contacts; one event
Q3 2027	Follow-up waves; policy brief; invited talks	Policy brief; first critiques published
Q4 2027	Waves to journalists and investors; first annual progress report; Gate 1 review	Public progress report; plan for 2028

Source: H Heuristics plan.

10.3 Resources

The initiative is designed to start lean. The first phase needs mainly time: for writing, list building and personal outreach. A standard email platform, a citation alert service and the free databases described in Section 9 cover the tools. As the initiative grows, the most valuable additions would be help with research partnerships and events, and modest support for open data and methods so others can test the work.

SECTION 11

Risks and Safeguards

Every outreach effort carries risks: that nobody listens, that messages feel like spam, that claims seem overstated, or that ideas are misused. Naming the risks early makes them easier to manage.

IN BRIEF

- The biggest risk is not being ignored but losing credibility through overclaiming.
- Most risks are reduced by the same habits: personal outreach, openness and honesty about uncertainty.
- Each risk has a named safeguard and an early warning sign.

11.1 The main risks

The register below rates each risk by how likely it is and how much harm it would do, and pairs it with a safeguard and an early warning sign to watch for.

Table 20 Risk register

Risk	Likelihood	Impact	Safeguard	Early warning sign
Low response from experts	Medium	High	Personal, relevant messages; small tests before large waves	Reply rate under 1% after two waves
Messages seen as spam	Medium	High	Legal compliance, low volume, easy opt-out, no bulk sends	Spam complaints or rising opt-outs
Claims seen as overstated	Medium	Very high	Present scenarios as scenarios; lead with independent evidence	Critiques focused on tone rather than substance
Concepts criticized as too broad	High	Medium	Sharpen definitions; publish testable claims and methods	Repeated requests for definitions or data
Citations come mostly from H Heuristics itself	Medium	High	Count independent citations only; report them separately	Independent share under half of all citations
Ideas misused or diluted	Low	Medium	Clear definitions and a public glossary; respond to misuse	Concepts cited for claims they do not make
Limited capacity	High	Medium	Phase the work; focus on anchors; automate tracking	Follow-ups and replies falling behind
Competing frameworks crowd the space	Medium	Medium	Show how the pillars complement existing ideas	Experts ask 'how is this different?'
Data or privacy breach	Low	High	Minimal data, secure tools, clear retention rules	Any unexpected access or loss

Source: H Heuristics.

11.2 The credibility risk deserves special care

Of all the risks, the loss of credibility is the hardest to reverse. Researchers and institutions talk to one another, and a reputation for overclaiming can follow a body of work for years. The safeguards in Section 7 exist mainly to prevent this. In practice, that means describing the pillars as proposed frameworks, separating evidence from scenarios, and welcoming critique in public.

There is a quieter version of the same risk: success that turns out to be hollow. A large mailing list, rising page views and many search results can look like progress while nobody is actually using the ideas. The counting rules in Section 9 and the focus on independent adoption are the protection against this.

11.3 Turning risks into strengths

Several risks also carry opportunities. Criticism that a concept is too broad is an invitation to publish a sharper, testable version. Competing frameworks are potential allies: showing how the pillars connect to planetary boundaries, the capability approach, the Sendai Framework for disaster risk reduction (UNDRR, 2015) or the Sustainable Development Goals (United Nations, 2015) makes them easier for experts to place and to use. And limited capacity forces focus on the relationships that matter most.

11.4 Respect for the people we contact

Behind every contact on a list is a busy person who did not ask to hear from H Heuristics. Treating their time and privacy with respect is both an ethical duty and a practical safeguard. The initiative will keep only the information it needs, use it only for this purpose, delete it on request, and never share or sell it. Messages will be honest about who is writing and why, and a polite 'no thank you' will always be honored at once.

SECTION 12

Next Steps: The Document Program

The initiative now moves from planning to preparation. Seven working documents turn this report into campaigns, briefs and tracking tools that can be used from the first day of outreach.

IN BRIEF

- Seven documents come first, starting with concept briefs and email templates.
- Each document has a clear audience, purpose and target date.
- The initiative keeps developing new concepts alongside the outreach.

12.1 Seven documents to prepare

The next step is a short set of practical documents. Each one is designed to be used directly in outreach or tracking, and each will be revised as the first results come in.

Table 21 The document program

Document	Purpose	Main audience	Target
Concept briefs (six)	A one- to two-page plain-language brief for each pillar, with definition, evidence and open questions	All audiences	Dec 2026
Email templates	A template per audience with one clear ask, plus follow-up versions	Campaign use	Dec 2026
Anchor and contact lists	Named experts and institutions by audience and region, with reasons for fit and sources	Campaign use	Jan 2027
Policy brief	Options for governments and development institutions, including finance tools	Governments, institutions	Mar 2027
Methods note	Assumptions, data and code behind the projections in the reports	Researchers	Mar 2027
Campaign calendar	Timing of emails, essays, posts and events for 2027	Internal	Dec 2026
Tracking sheet and dashboard	The indicators and counting rules from Section 9, ready to fill	Internal	Dec 2026

Source: H Heuristics plan.

12.2 Continuing to develop concepts

The initiative depends on a living body of work. H Heuristics will keep developing new concepts and deepening existing ones, guided in part by what the outreach reveals: which questions experts ask, where the evidence is thin, and which ideas prove most useful in practice. Every new report will be published openly, with a DOI, a plain-language summary and clear methods, so that it can enter the same cycle of sharing, testing and use.

12.3 Conclusion

The challenges of this century are large and connected: climate change, pollution, poverty, debt, disease and instability, often arriving together. Meeting them will take money, technology and political will. It will also take ideas: clear ways of seeing problems, measuring what matters and choosing where to invest first.

H Heuristics has developed a set of such ideas. The Global Concept Adoption Initiative is the effort to put them where they can do the most good: in front of people who can test them, improve them and act on them. Its mission is simple to state: to accelerate the global dissemination, recognition, development, and practical application of H Heuristics research and conceptual frameworks, mobilizing intellectual and social capital to advance sustainable development, economic convergence, and Polycrisis Resilience.

Success will not be measured by how loudly the ideas are promoted, but by how many careful people choose to build on them. If the central scenario holds, that will mean hundreds of independent citations within a decade and thousands within a generation, growing use in classrooms and institutions, and, over time, better decisions about humanity's future.

ACTION LIST

The next 30 days

- Draft the first two concept briefs: Preventive Development Economics and Polycrisis Resilience.
- Write the researcher and educator email templates and test them on five trusted readers.
- Identify the first 50 anchor experts from recent research on resilience, adaptation finance and convergence.
- Set up the tracking sheet and citation alerts for every H Heuristics DOI.
- Confirm the legal checklist for each country in the first campaign wave.

> *"Ideas can influence decisions. Decisions can direct investment. Investment can change development trajectories."*
>
> Guiding principle of the Global Concept Adoption Initiative

REFERENCES

References

Altmetric (2026). *Altmetric: discover the attention surrounding research*. London: Digital Science. altmetric.com

Apple (2021). *Use Mail Privacy Protection in Mail on Mac*. Mail User Guide. Cupertino, CA: Apple. support.apple.com/guide/mail/use-mail-privacy-protection-mlhl03be2866/mac

Bass, F. M. (1969). A new product growth for model consumer durables. *Management Science*, 15(5), 215–227. doi.org/10.1287/mnsc.15.5.215

Bridgetown Initiative (2024). *Bridgetown Initiative on the Reform of the International Development and Climate Finance Architecture*. Government of Barbados. bridgetown-initiative.org/

Creative Commons (2013). *Attribution 4.0 International (CC BY 4.0)*. creativecommons.org/licenses/by/4.0/

CRTC (2014). *Canada's Anti-Spam Legislation*. Ottawa: Canadian Radio-television and Telecommunications Commission. crtc.gc.ca/eng/internet/anti.htm

DORA (2012). *San Francisco Declaration on Research Assessment*. sfdora.org/read/

European Union (2016). Regulation (EU) 2016/679 (General Data Protection Regulation). *Official Journal of the European Union*, L 119. eur-lex.europa.eu/eli/reg/2016/679/oj

Eysenbach, G. (2011). Can tweets predict citations? Metrics of social impact based on Twitter and correlation with traditional metrics of scientific impact. *Journal of Medical Internet Research*, 13(4), e123. doi.org/10.2196/jmir.2012

Federal Trade Commission (2023). *CAN-SPAM Act: A Compliance Guide for Business*. Washington, DC: FTC. ftc.gov/business-guidance/resources/can-spam-act-compliance-guide-business

Global Commission on Adaptation (2019). *Adapt Now: A Global Call for Leadership on Climate Resilience*. Rotterdam and Washington, DC: GCA and World Resources Institute. gca.org/reports/adapt-now-a-global-call-for-leadership-on-climate-resilience/

Hallegatte, S., Rentschler, J. and Rozenberg, J. (2019). *Lifelines: The Resilient Infrastructure Opportunity*. Washington, DC: World Bank. openknowledge.worldbank.org/handle/10986/31805

Hicks, D., Wouters, P., Waltman, L., de Rijcke, S. and Rafols, I. (2015). Bibliometrics: the Leiden Manifesto for research metrics. *Nature*, 520, 429–431. doi.org/10.1038/520429a

Hughes, H. (2026a). *The H Heuristics Macroeconomic Architecture: From Established Concepts to a 21st-Century Movement*. H Heuristics Research Report HH-2026-62, November. https://doi.org/10.6084/m9.figshare.34997944. researchreports.hheuristics.com/reports/h-heuristics-macroeconomic-architecture/

Hughes, H. (2026b). How Established Concepts by H Heuristics Are Catalyzing a 21st-Century Macroeconomic Movement. *H Heuristics* (Substack), November. hheuristics.substack.com/p/how-established-concepts-by-h-heuristics

Hughes, H. (2026c). *Polycrisis Resilience: Application Across the 21st Century (2025–2100)*. H Heuristics Research Report HH-2026-57, November. researchreports.hheuristics.com/reports/polycrisis-resilience-application-21st-century/

Hughes, H. (2026d). *How Many Lives Could Polycrisis Resilience Save This Century?* H Heuristics Research Report HH-2026-28, October. researchreports.hheuristics.com/reports/lives-polycrisis-resilience-could-save/

Hughes, H. (2026e). *Convergence Before Crisis*. H Heuristics Research Report HH-2026-20, October. researchreports.hheuristics.com/reports/convergence-before-crisis/

Hughes, H. (2026f). *Polycrisis Resilience: Defining a Framework for Thriving in an Age of Interconnected Crises*. Figshare. doi.org/10.6084/m9.figshare.34919028

Kingdon, J. W. (1984). *Agendas, Alternatives, and Public Policies*. Boston: Little, Brown.

Mailchimp (2025). *Email Marketing Benchmarks and Statistics by Industry*. Atlanta: Intuit Mailchimp. mailchimp.com/resources/email-marketing-benchmarks/

Merton, R. K. (1968). The Matthew effect in science. *Science*, 159(3810), 56–63. doi.org/10.1126/science.159.3810.56

Morin, E. and Kern, A. B. (1999). *Homeland Earth: A Manifesto for the New Millennium*. Cresskill, NJ: Hampton Press. First published in French as *Terre-Patrie* (1993).

OpenAlex (2026). *OpenAlex: an open catalogue of scholarly works*. OurResearch. openalex.org

ORCID (2026). *ORCID: Connecting research and researchers*. orcid.org

Overton (2026). *Overton: the world's largest searchable index of policy documents*. overton.io

Piwowar, H., Priem, J., Larivière, V. et al. (2018). The state of OA: a large-scale analysis of the prevalence and impact of Open Access articles. *PeerJ*, 6, e4375. doi.org/10.7717/peerj.4375

Raworth, K. (2012). *A Safe and Just Space for Humanity: Can We Live Within the Doughnut?* Oxfam Discussion Paper. Oxford: Oxfam. oxfam.org/en/research/safe-and-just-space-humanity

Raworth, K. (2017). *Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist*. London: Random House Business.

Rockström, J., Steffen, W., Noone, K. et al. (2009). A safe operating space for humanity. *Nature*, 461, 472–475. doi.org/10.1038/461472a

Rogers, E. M. (2003). *Diffusion of Innovations*, 5th edition. New York: Free Press.

Semantic Scholar (2026). *Semantic Scholar*. Seattle: Allen Institute for AI. semanticscholar.org

Sen, A. (1980). Equality of what? In S. McMurrin (ed.), *The Tanner Lectures on Human Values*, vol. 1. Cambridge: Cambridge University Press. Lecture delivered at Stanford University, 1979. tannerlectures.utah.edu/_resources/documents/a-to-z/s/sen80.pdf

Sen, A. (1999). *Development as Freedom*. Oxford: Oxford University Press.

Steffen, W., Richardson, K., Rockström, J. et al. (2015). Planetary boundaries: guiding human development on a changing planet. *Science*, 347(6223), 1259855. doi.org/10.1126/science.1259855

The Amsterdammer (2020). Launch of the 'Amsterdam City Doughnut': establishing the sweet spot of society. 20 April. theamsterdammer.org/2020/04/20/news/launch-of-the-amsterdam-city-doughnut-establishing-...

Tooze, A. (2022). Welcome to the world of the polycrisis. *Financial Times*, 28 October. ft.com/content/498398e7-11b1-494b-9cd3-6d669dc3de33

UNDP (1990). *Human Development Report 1990*. New York: Oxford University Press for the United Nations Development Programme. hdr.undp.org/content/human-development-report-1990

United Nations (2015). *Transforming Our World: The 2030 Agenda for Sustainable Development*. New York: United Nations. sdgs.un.org/2030agenda

United Nations Office for Disaster Risk Reduction (2015). *Sendai Framework for Disaster Risk Reduction 2015–2030*. Geneva: UNDRR. undrr.org/publication/sendai-framework-disaster-risk-reduction-2015-2030

Weiss, C. H. (1979). The many meanings of research utilization. *Public Administration Review*, 39(5), 426–431. doi.org/10.2307/3109916

World Economic Forum (2023). *Global Risks Report 2023*, 18th edition. Geneva: WEF. weforum.org/publications/global-risks-report-2023/

About the author. Hunter Hughes is the Founder of H Heuristics. He developed the concepts of Polycrisis Resilience, Sustainable Convergence and Preventive Development Economics, and the frameworks brought together in the H Heuristics Macroeconomic Architecture.

About H Heuristics. H Heuristics is an independent research practice publishing open-access work on development, resilience, the clean transition and interconnected global risks at researchreports.hheuristics.com.

Disclaimer. The views are the author's. Projections are scenarios, not forecasts. Audience positions and campaign assumptions are documented judgements. Corrections and critiques are welcome.