



A commitment to human capability

The principles that must govern Urdima as it builds the conditions for extraordinary capabilities to emerge.

VERSION 1.0 | AUGUST 2026 | RAÚL TELLO

Why Urdima exists

Urdima begins with a conviction: human capability is distributed far more broadly than the opportunities to develop it and turn it into value. People, teams and organizations possess knowledge, judgment, creativity and determination that remain invisible, underdeveloped or disconnected from the conditions where they could produce extraordinary results.

This loss does not arise only from individual limitations. It also comes from insufficient information, systems that confuse credentials with capability, structures that block initiative, closed networks, unequal access and opportunities that never meet the right talent. Urdima exists to work on that surrounding architecture.

Our thesis

Capability creates value when it can be identified, developed, demonstrated and connected with the right conditions. Urdima therefore does more than train people or advise organizations. We design mechanisms that coordinate capability, evidence, structures, access and opportunity.

Our work may begin with a person, a team, an organization or an ecosystem. The unit changes; the logic remains: understand the constraint, strengthen the required capability, produce verifiable evidence, modify limiting conditions, connect capability with opportunity and transfer knowledge until external intervention is no longer necessary.

Scaffolding and guarantees

We distinguish between two institutional functions. Scaffolding exists to build capability. It must include a withdrawal condition from the beginning: indicators of autonomy, knowledge transfer, internal owners and a visible exit. An intervention that makes the provider indispensable has failed its purpose.

A guarantee serves a different function. It remains when it continuously protects the integrity of the system: rights, data, standards, evidence, security or accountability. Removing a necessary guarantee in the name of autonomy would also be irresponsible. The obligation is to know what must be withdrawn and what must remain.

Our principles

Freedom and agency. People should retain meaningful control over their decisions, their path and the evidence that describes their capabilities.

Responsibility. Every meaningful freedom requires accepting consequences, honoring commitments and answering for the impact of decisions.

Situated excellence. We expect the best possible use of available resources, knowledge and conditions without turning disadvantage of origin into a sentence or excellence into performance theater.

Evidence before promises. We prefer observable results, traceability and documented learning over claims that cannot be verified.

Autonomy as an outcome. We design so that people and organizations can continue without unnecessary dependence on Urdima.

Integrity and respect. No commercial objective justifies manipulation, withholding relevant information or reducing a person to a data point, label or productive function.

Public commitments

Urdima will clearly explain the problem each intervention addresses, the assumptions behind it and the evidence by which its results can be judged. We will distinguish facts, hypotheses and aspirations. We will not present a research direction as finished technology.

We will design every intervention with learning, transfer and withdrawal mechanisms. We will protect confidentiality and use information with purpose, proportionality and governance. We will seek distributed validation when an important decision should not depend exclusively on our own judgment.

We will review the effects of our solutions, including unintended effects. When evidence contradicts a decision, we will correct it. When a practice no longer serves the institutional purpose, we will change it. When Urdima fails, we will document what was learned and take responsibility for the appropriate repair.

Technology in service of capability

Technology expands our ability to identify signals, personalize processes, coordinate resources and connect talent with demand. Its value depends on the judgment with which it is designed and governed. Urdima will develop technology when it can solve real constraints with greater reach, precision or accessibility.

No model should turn a person into a definitive score. Evidence should be contextual, reviewable and useful for expanding options. Automation should strengthen human judgment in complex decisions, preserve routes for appeal and make its limits visible.

The institution we intend to build

We aspire to build capability infrastructure: mechanisms, knowledge, evidence, networks and technology that can reveal potential, develop it and connect it with problems worth solving. Every intervention should make the system more intelligent, and that learning should become increasingly useful and accessible instruments.

Urdima's growth should be measured by the scale of the problems it helps solve, the capability it leaves installed and the autonomy it produces. Revenue is essential to sustain and expand the mission; it will never authorize us to betray it.

My commitment as founder

I accept responsibility for protecting these principles when doing so is uncomfortable, costly or contrary to an immediate opportunity. I must build an organization capable of challenging its founder, documenting decisions, distributing validation and preparing a succession that preserves purpose without freezing institutional evolution.

This letter is a mechanism for self-selection and accountability. Those who collaborate with, invest in, hire or engage with Urdima should know what they may demand from us. They should also know what we will not negotiate.

Urdima exists to weave the conditions in which extraordinary capabilities can emerge, develop and create value with freedom, responsibility and dignity. That is the commitment.

Raúl Tello

Founder, Urdima

August 2026