

ENOUGH BY DESIGN · CHAPTER EIGHT

The Field Manual

Chapter Eight of Enough by Design

Ammanuel Santa Anna

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Chapter Eight of Enough by Design

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Chapter Eight of Enough by Design. The whole book, with every chapter, is at business.hautelumiere.life/library/enough-by-design (DOI https://doi.org/10.5281/zenodo.23989348).

A NOTE BEFORE YOU READ

This work is offered for education and leadership development. It is not legal, financial, accounting, investment, medical or psychological advice; take the advice of a qualified professional who knows your circumstances. Companies and events are described from the public record as the author understands it; characterisations are the author's analysis. Examples are illustrative, and no particular outcome is promised to any reader.

ABSTRACT

The first act of this chapter is a blank week. Not a free one — a leader's week is never free — but a week in which nothing has yet been promised to anyone about scarcity, abundance or design. The previous six chapters have given that leader five tools, two cases and an argument. This chapter puts them in order. It is written for a person who runs something: a team, a department, a practice, a small firm. The timings suit a team of up to about thirty people. A larger organisation will need more weeks and the same order, and a section near the end says what changes with scale. A household will find its own version in chapter 11, which follows one family across a year; the sequence here is the workplace counterpart, and the two can be run side by side by anyone who lives in both.

CHAPTER EIGHT

The Field Manual



The Field Manual

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER EIGHT

A Monday with nothing on the calendar

The first act of this chapter is a blank week. Not a free one — a leader's week is never free — but a week in which nothing has yet been promised to anyone about scarcity, abundance or design. The previous six chapters have given that leader five tools, two cases and an argument. This chapter puts them in order.

It is written for a person who runs something: a team, a department, a practice, a small firm. The timings suit a team of up to about thirty people. A larger organisation will need more weeks and the same order, and a section near the end says what changes with scale. A household will find its own version in chapter 11, which follows one family across a year; the sequence here is the workplace counterpart, and the two can be run side by side by anyone who lives in both.

Everything below is this book's recommendation. No study cited in these pages tested the twelve weeks as a programme, and none could have, because the programme was assembled for this book from tools that each stand on their own. What can be said is narrower and more useful. Each tool has been set out in full in the chapter that introduced it, each rests on a body of work that chapter cites, and the order below is the order in which their outputs feed one another. The ledger feeds the grader, the grader feeds the inventory, the inventory feeds the library test, the library test feeds the map, and the map produces the one change the team will make. Chapter 9 then shows how to know whether it worked.

Ammanuel Santa Anna's *Ecstatic Economics* opens its chapter on practice with a sentence that could stand over this one:

> *A theory that cannot be practiced is a poem. A practice without theory is a reflex.*[73]

The first seven chapters were the theory. What follows is the practice, written so that a leader can run it without the rest of the book open on the desk — though the book should be within reach.

The shape of the twelve weeks

Before the roles and the weeks, the shape, so that each part can be read against the whole.

Weeks one and two: the charter and the claim. The team writes down what it is doing and why, and the leader grades the scarcity most often cited as a reason something cannot be done.

Weeks three and four: the inventory. The finance lead and the steward count what the organisation invests in things its balance sheet cannot see, and name the three most valuable.

Week five: the library. The Open-Library Test from chapter 6 is run on the five most valuable entries in the inventory. Something fenced is opened, or a fence is kept for a reason that is written down.

Week six: the map. The whole team fills the Capability Map from chapter 4, marking each gap chosen or blocked.

Week seven: the one change. From everything the first six weeks surfaced, the team chooses one designed block to remove. A prediction is written before anything moves.

Weeks eight to eleven: the change. It is made. Nothing else is changed on purpose.

Week twelve: the reading. The prediction is checked. The change is kept, grown or stopped. The year after begins.

There are three gates. At the end of week two the sponsor decides whether the work is chartered. At the end of week seven the sponsor decides whether the one change goes ahead as predicted. At the end of week twelve the team decides what the reading means. Each gate is a decision with a written record, and each has a named owner. A gate that nobody owns is a meeting.

The four roles

The work needs four people, and in a small team one person may hold two roles — with one exception, set out below. Each role is a function, not a title. What matters is that someone holds it and everyone knows who.

The sponsor. The person with authority over the rules the team works under. Usually the leader who opened this book; sometimes the person above them. The sponsor's job is to protect the twelve weeks from being absorbed into business as usual, to make the decision at each gate, and — most importantly — to hold the authority to change a designed rule when the team finds one. A sponsor who cannot change any of the rules the team will examine is a sponsor in name only, and the first gate should say so plainly. The work can still proceed, but its one change must then be something inside the team's own gift.

The steward. The person who keeps the work moving between meetings: who books the rooms, keeps the pages, sends the one-line note after each session and notices when a week has slipped. The steward does not need seniority. They need two hours a week protected for the role, and the trust of the team. In a firm with a chief of staff or an operations lead, that person is often the natural steward. In a small practice it is often the person everyone already asks where things are, which is itself a finding the inventory in week three will want to record.

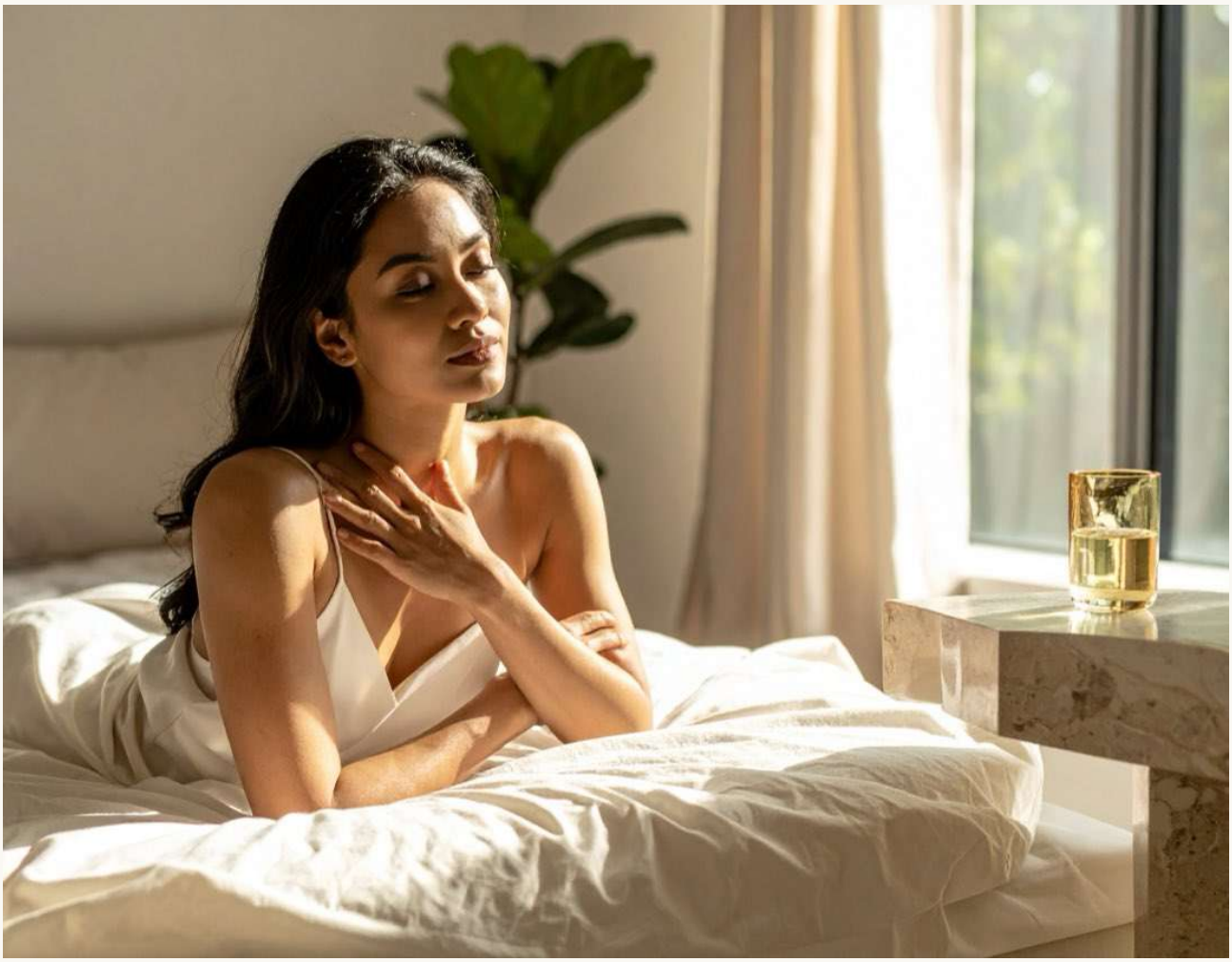
The finance lead. The person who can read last year's accounts and, if the firm keeps them, its timesheets. Their contribution is concentrated in weeks three and four, when the Intangible Inventory is counted, and again in week twelve, when a prediction about cost or time is read. The finance lead keeps the work honest about figures. Chapter 5 showed that the intangible ratio is usually larger than a leader expects; the finance lead is the person who can say, from the ledger rather than from feeling, whether that is true here.

The sceptic, on purpose. One person whose named job is to disagree. Not a contrarian by temperament — those are easy to find and tiring to keep — but a respected member of the team who agrees to read every page the work produces and ask, of each, the hardest fair question they can find. Is this scarcity really de-

signed, or is it material and we would rather not say so? Is the prediction measurable, or is it a hope with a date on it? Is this change asking more of people while calling it abundance?

The sceptic is the one role that cannot be held by the sponsor. A sponsor who is also the sceptic will, under pressure, quietly stop being one of them, and it is rarely the sponsorship that goes. Chapter 3 graded the abundance argument's weakest points; the sceptic is that chapter given a chair at the table.

There is a body of research behind the instinct that dissent needs protection. Amy Edmondson's study of fifty-one work teams in a manufacturing company found that teams whose members believed it was safe to take interpersonal risks — to ask, to admit an error, to disagree — engaged in more learning behaviour, and that this learning was associated with better performance.[74] The study was a single company at a single time, and it cannot show that naming a sceptic produces the safety it measured. What it does show is that a team's willingness to say difficult things is a property of the team, and that it travels with the outcomes a leader cares about. Naming the role is one way of saying, in structure rather than in exhortation, that disagreement is wanted.



The weekly rhythm

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The weekly rhythm

The twelve weeks run on one standing meeting of thirty minutes, at the same hour every week, with the sponsor, the steward and the sceptic present and the finance lead when figures are on the table. The longer working sessions — the inventory, the library test, the map — are booked separately and are named in each week below.

Santa Anna's book offers a protocol for opening a weekly team meeting that this manual adopts without change. The leader speaks first, and not with a status report:

> *The practical protocol: In weekly team meetings, the leader speaks first — not with a polished status update, but with an honest account of what they're struggling with, what they don't know, what they need help with.*[25]

The book estimates the account takes about ninety seconds. In this work, it has a particular use. The twelve weeks will examine rules the sponsor may have written, defended or inherited. A sponsor who opens each meeting with what they are unsure about has made it easier for the team to say that a rule the sponsor wrote is now a designed block. Nothing else in this chapter costs so little and does so much of the work.

The standing meeting has a fixed shape. Ninety seconds from the sponsor. Five minutes from the steward on what happened since last week and what is due. The main item, which each week below names. Five minutes from the sceptic, who always speaks last before the close and always has the floor. One line, written by the steward and sent within the hour, recording what was decided and who owns what.

A meeting that has nothing to decide that week is cancelled, and the steward says so in a line. Fewer meetings, Santa Anna's chapter observes, may be the most radical change of all; the work should not add one it does not need.

Weeks one and two: the charter and the claim

Week one. Ninety minutes, the sponsor and the steward. Write the charter. It is the tool at the end of this chapter, and it fits on two pages. The first page says what the work is for, who holds each role, what the team will not change during the twelve weeks, and what the sponsor has authority over. The second page holds the record of the gates and the one change, and is filled in as the weeks pass.

The hardest line on the first page is the one that names the limits of the sponsor's authority. Write it honestly. If the rule most likely to be found a designed block is set by someone outside the room — a parent company's travel policy, a client contract, a regulator — the charter says so, and the work proceeds with that rule marked as *designed, theirs*, the class chapter 4 named. It may still be raised at the end of the twelve weeks, with the evidence the work produces. But it will not be the one change.

Week two. One hour, the sponsor alone, then the standing meeting. The sponsor runs the Four Kinds sorter from chapter 1 on the team's last quarter and the Abundance Claim Grader from chapter 3 on the one scarcity they most often cite as a reason something cannot be done. The budget. The headcount. The time. Which kind is it — material, positional, designed or habitual? What grade is the evidence?

Then the sponsor brings the graded sheet to the standing meeting, and the sceptic reads it aloud. That is the whole of the main item. The sceptic's question is usually the same: what would we see if this constraint were material rather than designed? A sponsor who has graded their own favourite constraint as designed should be able to answer that, in a sentence, with something the team could check.

Gate one, at the close of week two. The sponsor decides whether the work is chartered. The record is three lines: the charter is signed, or it is not and why; the graded claim; the date of the next gate. A decision not to proceed is a legitimate outcome of the gate. The commonest honest reason is that the sponsor has dis-

covered they hold authority over none of the rules that matter, and that the right next step is a conversation with someone else — which chapter 10 is written to prepare.



Weeks three and four: the inventory

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Weeks three and four: the inventory

Week three. Two hours, the finance lead and the steward, with last year's accounts. The first sitting of the Intangible Inventory from chapter 5. Count the tangible investment in one figure. Count the intangible in-

vestment in its three classes — computerised information, innovative property, economic competencies — with time costed at a fair hourly figure taken from payroll. Write the source of every figure beside it.

The finer point here is that most of a modern team's intangible investment is time, and most time is not recorded as investment. A senior designer spending a Friday afternoon rebuilding a template that half the team uses is investing in innovative property. A manager spending an hour a week mentoring a new colleague is investing in economic competencies. Neither appears in the accounts as anything but salary. The steward, who knows where the time goes, is the person who can name these lines; the finance lead is the person who can cost them. That is why the inventory takes both.

Week four. Two hours, the same two, with the sceptic for the second hour. Write the ratio of intangible to tangible investment. Then name the three most valuable intangibles — and, because week five will need them, the five most valuable — and run chapter 5's four questions on the first three: who could use it who does not, is it held by one person, does it leak out faster than it circulates in, what should it be joined to.

The sceptic's hour is spent on one question only: is any of this counted twice, or counted because we wished it were there? A team that finds it is investing heavily in what it cannot see is usually right. A team that finds it is investing in something it cannot name is usually counting a hope.

At the standing meeting in week four, the finance lead reads the ratio aloud. It is often the first time the team has heard it. Corrado, Hulten and Sichel found business investment in intangibles across the United States to be "approximately one trillion dollars in 1999", roughly the same as business investment in tangible capital that year; that is context, not a benchmark.[76] The team's own ratio is a fact about the team, and chapter 9 is where it becomes a measure.



Week five: the library

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Week five: the library

Chapter 6 read two firms that made their own knowledge more widely available on purpose: Tesla's pledge of 2014 and Toyota's royalty-free licences of 2019. It ended with a tool, the Open-Library Test, and a promise that this chapter would place it in week five. Here it is.

Week five. Two working sessions of forty-five minutes, plus the standing meeting. Take the five most valuable entries from the week-four inventory. For each, the person closest to the knowledge fills one page of the Open-Library Test: what it is, who made it, where it lives, who is fenced from it, whether the reason

for the fence is still true, which part is document and which part is know-how, and what shape a gate would take.

Then the sceptic reviews all five pages in the second session. Chapter 6's tool says the review is done "with one sceptic"; in this programme that is the person already holding the role.

The finer points come straight from the two cases.

Open inside before outside. Almost every team's first library to open is internal: a template one group built and another rebuilds, a client lesson that never reached the next account, a spreadsheet that only one person knows how to update. Opening it to colleagues carries almost none of the risk of opening it to a competitor, and chapter 5's composite studio found most of its stuck value there.

Separate the document from the know-how. Toyota opened the patents and offered the engineering support beside them for a fee. The same structure works inside a team. Share the written procedure widely. Protect, pay and develop the judgement of the person who wrote it — and say out loud that you are doing so, because the commonest reason a person keeps a library closed is the fear that sharing it makes them replaceable. The neighbouring book on gift and reciprocity, , reads why knowledge circulates only where people trust that sharing will be returned.

Write the prediction on the page. Step seven of the test asks what the team expects to change, how it will count it, when it will look, and what result would close the gate again. Neither Tesla nor Toyota published such a prediction, which is why chapter 6 could not say whether either move worked. The team in week five can do better than either firm, at almost no cost.

The decision at the standing meeting. Of the five, at most one gate is opened in week five — and the opening is small. A folder made searchable. A template moved somewhere everyone can find it. An hour booked for the one person who knows how the spreadsheet works to show two others. Everything else is recorded and held. The one change of week seven may turn out to be one of these five, and the week-five work will have done its preparation.

Santa Anna's *Regenerative Policy Playbook* names the difference between the two ways an organisation can treat its own rules:

> *Bureaucracy treats policy like a blueprint: draw it, pour it, walk away.*[77]

The Open-Library Test is a way of walking back to the blueprint and asking whether each fence on it is still load-bearing. Most of them were put up for a reason. Some of the reasons are still true. The page records which.

Week six: the map

Week six. Ninety minutes, the whole team. The Capability Map from chapter 4. Six to eight domains, in the team's own names: the work itself, skill, collaboration, the people the team serves, the tools, rest and pace, money, standing in the wider organisation. For each domain, one row.

Fill the "most alive" column first, for every domain, before any other column. This is the order that matters most, and it is the one most often skipped by a team in a hurry. The reason is practical rather than sentimental. A team that begins with its gaps will spend its ninety minutes on them and end with a list of complaints. A team that begins with where the work is most alive has named, before the gaps come up, the places from which a weaker domain might be fed.

Then mark each gap between what the team is able to do and what it actually does. Chosen, or blocked. For each blocked gap, name the conversion factor and its class — material, designed by us, designed by someone else, or habitual.

The finer point: the sponsor fills the map last, or not at all. A sponsor's row on collaboration or pace will be read by everyone in the room, and will shape the rows that follow. Let the team fill the map; let the sponsor read it after.

At the standing meeting, the steward reads the blocked gaps marked *designed by us* and *habitual*. These are the candidates for the one change. There are usually more than three and fewer than ten.

Week seven: the one change

Week seven. One hour, the sponsor, the steward, the sceptic, and anyone on the team who wants to come. Lay out the candidates: the graded claim from week two, the inventory's named gaps from week four, the library pages held in week five, the blocked gaps from week six. Choose one.

The criteria are three. It is a block the team itself designed, or a habit nobody chose, so the team has the authority to change it. It is small enough to make in four weeks without changing anything else. And its effect can be counted — in hours, in questions repeated, in time to answer, in the number of people who can do something only one person could do before.

If the one change concerns time — a meeting rhythm, a standing approval, an hour that is never unbroken — chapter 7's Hours Ledger is the instrument for counting it. If it concerns knowledge, the Open-Library Test page from week five is already half the prediction. If it concerns a measure the team reports upward, the *Alpha OKR* instrument is the house's tool for checking that the measure tracks an outcome rather than an activity.

Then write the prediction, before anything moves. It has four parts, and chapter 9's Prediction Register is where it is kept: what will change, by how much, counted how, read on what date. And a fifth, which the sceptic writes: what result would tell the team the change was a mistake.

Gate two, at the close of week seven. The sponsor decides whether the one change goes ahead as predicted. The record is the change, the owner, the prediction, the sceptic's counter-prediction, and the baseline — the count as it stands today, taken this week. A prediction with no baseline cannot be read in week twelve, and chapter 9 explains why a baseline taken later, from memory, tends to flatter the change.



Weeks eight to eleven: the change

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Weeks eight to eleven: the change

The change is made in week eight. Then, for four weeks, the hardest discipline in the programme: nothing else changes on purpose.

This is not caution for its own sake. A team that makes the one change and, encouraged, makes three more in the same month will reach week twelve unable to say which of the four did anything. The other candidates are not lost. They are on the page, dated, and they are the list from which the next quarter's change will be chosen.

The standing meeting continues, shorter. The sponsor's ninety seconds. The steward's count — the same count, the same way, every week. The sceptic's five minutes. If nothing needs deciding, the meeting is cancelled.

Santa Anna's book, on another practice, offers a caution that belongs here:

> *This is not a universal prescription.*[78]

He was writing about compensation transparency, and his next sentence names the condition: it "requires genuine equity in the underlying system — you can't make an unjust system transparent and expect positive results."[78] The same is true of every change this manual might produce. Opening a library inside a team where sharing is punished at review time will not open it; the fence was in the review process, not the folder. Shortening a meeting in a team where the real decisions are made in a corridor afterwards will move the meeting to the corridor. If the weekly count is flat in week ten, the first question is whether the block the team removed was the one doing the blocking.

Week twelve: the reading

Week twelve. Ninety minutes, all four roles, then the standing meeting. Read the prediction against the count. Then write one of three words.

Keep. The change did roughly what was predicted. It stays, and its owner keeps it.

Grow. It did more, or it did what was predicted in a way that suggests a larger version. Write the larger version as next quarter's candidate, with its own prediction. Do not grow it this week.

Stop. It did not do what was predicted, or the sceptic's counter-prediction came true. Reverse it, and write one sentence on what the team learned. A stopped change with a written reason is a finding. A stopped change with no reason is a rumour.

The finer point of the reading is that a small team in one quarter has a sample of one. Chapter 9 sets out how to read such a result honestly: what a change in a count can and cannot show, how to tell an effect

from the ordinary drift of a busy quarter, and why the most useful outcome of a first cycle is often not the result but the discovery that something the team thought it could count, it could not.

Gate three, at the standing meeting. The team, not the sponsor alone, writes the word. Then the sponsor does one more thing: names, from the week-six map and the week-five pages, the one block the team could not change because someone outside the room designed it, and decides whether to raise it. If so, chapter 10's Conversation Card is the preparation.



When it stalls

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When it stalls

Every programme stalls. These are the five commonest stalls in work of this kind, each with what to do.

The calendar eats it. The standing meeting is moved twice and then quietly dropped. *What to do:* the steward cancels it on purpose instead, for one named week, and writes the line. A paused programme with a restart date survives. A drifting one does not. If it drifts twice, the sponsor asks at the next gate whether the twelve weeks should become sixteen, and says so in the charter.

The sponsor cannot change the rule. The one change everyone wants turns out to be *designed, theirs*. *What to do:* choose the second candidate, which is within the team's gift, and carry the first to the end of the quarter as evidence for a conversation. The team's own change, read honestly, is the best evidence a sponsor can take upstairs.

The inventory will not count. The finance lead cannot cost time because nobody records it. *What to do:* estimate, in writing, with the method beside the figure. An estimated ratio with a stated method is a baseline. A blank is not. Chapter 9 sets out how to improve the estimate next quarter.

The sceptic goes quiet. The person in the role stops asking hard questions, usually because the team has started to like the work and dissent feels unkind. *What to do:* the sponsor asks the sceptic, at the next standing meeting, for the strongest objection they have not yet raised. If the role has worn out, it rotates to someone else at the next gate. A quiet sceptic is the most expensive stall on this list, because nobody notices it.

The work becomes a request for more. Somebody — often a well-meaning senior colleague who has heard the word *abundance* — suggests that since the team has resources it cannot see, it can take on more work without more support. *What to do:* the sceptic reads chapter 3's bypass test aloud. If acting on an abundance claim requires anyone to accept less material support because their attitude is expected to change, the claim has been misused. The argument of this book is that an organisation has blocks it designed and resources it cannot see, and that a leader's job is to find and remove the blocks. It asks more of the design and less of the people.

The year after

The twelve weeks are a first cycle, not a programme to be run once. The year after has a simpler rhythm, because the tools are now familiar and the baseline exists.

Each quarter, ninety minutes. The Quarterly Enough Review, set out in full at the end of chapter 12, holds the book's tools on one page. For a team it takes about ninety minutes. It reads last quarter's prediction, refills the capability map's gaps, notes what was done to share the most valuable intangible held by one person, and chooses one seed for the next quarter.

Each quarter, one change. The same discipline as weeks seven to twelve, compressed: one designed block chosen, a prediction and a counter-prediction written, a baseline taken, nothing else changed on purpose, a reading at the end.

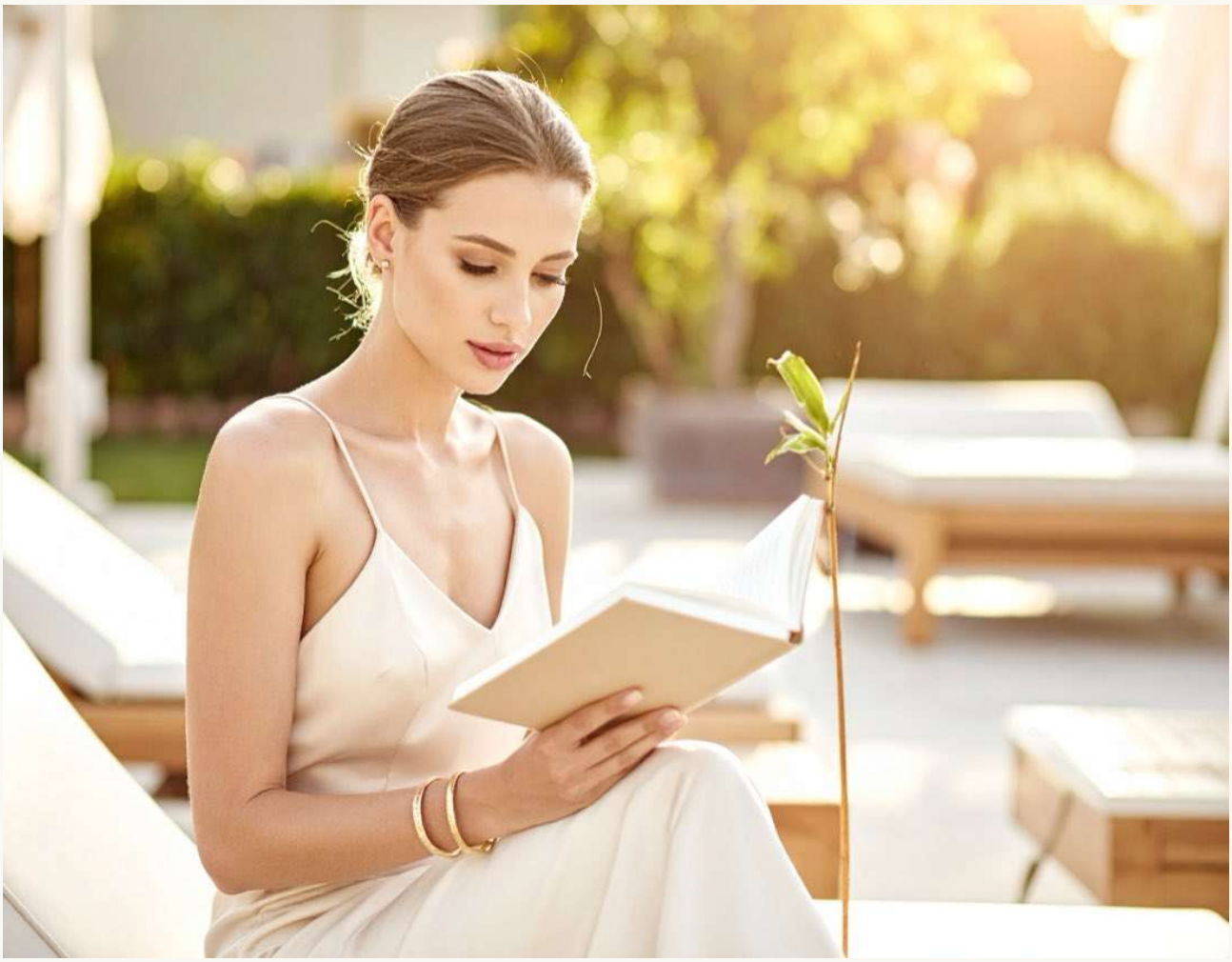
Once a year, the full count. The Intangible Inventory is re-counted from the year's accounts, and the five most valuable items are re-tested with the Open-Library Test. The ratio is compared with last year's. A year of four predictions, each read honestly, is the beginning of the team's own evidence — better evidence about that team than any study this book cites, because it concerns the only case its keepers can change.

Once a year, the roles rotate. The steward and the sceptic in particular. A steward who has held the work for a year knows it well enough to train the next one, and a sceptic who has held the role for a year has usually found every objection they are going to find.

Santa Anna's *Regenerative Policy Playbook* puts the year's discipline in a single instruction:

> *Install pulse points, not paperwork checkpoints.*[79]

The quarterly review is a pulse point. The twelve weeks were the first measurement. Neither is a form to be filed.



For those who run something larger

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For those who run something larger

A leader of a division, a hospital, a school system or a firm of several thousand will find that the sequence holds and three things change.

The roles multiply, and so does the sceptic. Run the twelve weeks in several teams at once, each with its own steward and sceptic, and one sponsor across them. The sponsor's gate meetings then become the place where the teams' findings meet, and where a block that one team marked *designed, theirs* turns out to have been designed by the sponsor's own office.

The blocks are larger and more often structural. In a large organisation, designed scarcity takes the form of a budgeting process that rewards spending an allocation before the year ends, a promotion system that makes sharing knowledge a loss of standing, or a procurement rule that makes the organisation pay twice for what one division already owns. Santa Anna's book makes the point about scale in one sentence:

> *Culture doesn't float free of structure.*[80]

A culture of sharing will not survive a review system that rewards hoarding, however many libraries are opened. The *Alpha Stakeholder Map* is the house's instrument for seeing who holds authority over such a structure and who bears its cost. The neighbouring book on purpose and patient capital, , reads the governance a firm needs if it is to invest in intangibles whose returns take years.

The caution scales with it. In a large organisation the language of abundance is borrowed most easily to justify asking more of the same people. The bypass test applies with full force, and in a large organisation it is worth writing into the charter itself, as a line the sponsor signs.

A blank week, filled

Return to the Monday with nothing on the calendar. Twelve weeks later the same leader has a charter, a graded claim, an inventory with a ratio, five library pages, a capability map, one change made and read, and a list of the next candidates in the order they were found. None of it promises a better quarter. All of it is written down, dated and kept.

The chapters that follow take the work outward. Chapter 9 sets out how to read the results honestly. Chapter 10 prepares the conversations the work will provoke. Chapter 11 runs the household version across a year. The tool below is the charter that holds the twelve weeks together, and the workbook at the back of the book gathers it with every other tool and lays out a ninety-day plan in day ranges.

The first page of the charter is the one that takes the longest. It is also the one that, a year later, the team will most often turn back to, to see what it was trying to do and who said so.



The Tool: The Twelve-Week Charter

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The Tool: The Twelve-Week Charter

Two pages. The first is written in week one by the sponsor and the steward and signed at gate one. The second is filled in as the weeks pass. Keep both, with every page the twelve weeks produce, in one folder the whole team can open.

Page one · The charter

The team: · Start date (Monday of week one): · Gate dates: week 2 · week 7 · week 12

1 · What this work is for, in one sentence. Not the result hoped for — the question being asked. For example: *Which of the limits we work inside did we design, and which one can we change this quarter?*

2 · The roles.

ROLE	NAME	TIME PROTECTED EACH WEEK	WHAT THEY DECIDE
Sponsor		30 min meeting + gates	Gates one and two; raising a *designed, theirs* block
Steward		2 hours	The weekly line; the count
Finance lead		Weeks 3, 4 and 12	The figures and their sources
Sceptic (not the sponsor)		30 min meeting + reading	The counter-prediction; the last word in every meeting

3 · The sponsor's authority. The rules the sponsor can change: · The rules the sponsor cannot change, and who can:

4 · What will not change on purpose during the twelve weeks. Name anything already in motion that the work will leave alone.

5 · The bypass line. Sign beneath: *No finding of this work will be used to ask anyone to accept less material support — time, pay, staff, equipment — on the grounds that their attitude is expected to change.* Sponsor: · Sceptic:

6 · The standing meeting. Day and hour: · Thirty minutes · Sponsor speaks first (ninety seconds, what they are unsure of) · Steward (five minutes) · Main item · Sceptic (five minutes, always last) · Steward sends one line within the hour.

Page two · The record

Weeks 1–2 · The claim. The scarcity most cited: · Kind (material / positional / designed / habitual): · Evidence grade (A–D): · The sceptic's question and the answer:

Gate one. Chartered: yes / no · If no, why, and the next conversation: · Signed: · Date:

Weeks 3–4 · The inventory. Tangible investment: · Intangible investment: · Ratio: · Method for costing time: · The five most valuable intangibles: 1 2 3 4 5

Week 5 · The library. Open-Library Test pages completed (of five): · The one gate opened, if any, and its shape: · Gates held, and why:

Week 6 · The map. Blocked gaps, *designed by us*: · Blocked gaps, *habitual*: · Blocked gaps, *designed by someone else* (carry to week 12):

Week 7 · The one change. The change: · Owner: · Instrument (Hours Ledger, library page, OKR check, other):

PREDICTION (WHAT, BY HOW MUCH, COUNTED HOW)	BASELINE (COUNTED THIS WEEK)	READ ON	SCEPTIC'S COUNTER-PREDICTION

Gate two. Go ahead as predicted: yes / no · Signed: · Date:

Weeks 8–11 · The weekly count.

WEEK	COUNT	NOTE (ONE LINE)
8		
9		

WEEK	COUNT	NOTE (ONE LINE)
10		
11		

Week 12 · The reading. Result against prediction: · Did the counter-prediction come true? yes / no · Keep / grow / stop: · One sentence on what was learned:

Gate three. Written by the team. The block designed by someone else, and whether it will be raised (see chapter 10): · Next quarter's candidate, with its own prediction (see chapter 9): · Roles for the year after (rotate the sceptic and the steward annually):

Signed: sponsor · steward · finance lead · sceptic · Date:

A note on method

The twelve-week sequence, its roles, timings and gates are this book's recommendation, assembled from the tools of chapters 1 to 7, with chapter 9's Prediction Register, chapter 10's Conversation Card and chapter 12's Quarterly Enough Review. No study has tested them as a programme. The five stalls are drawn from the common experience of change work and are offered as practical guidance, not as findings.

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