

ECSTATIC ECONOMICS · VOLUME I

Enough by Design

Scarcity, Abundance and the Art of Living Well

Ammanuel Santa Anna

Santa Anna, A. (2026). Enough by Design: Scarcity, Abundance and the Art of Living Well. Luminous Prosperity Inc. https://doi.org/10.5281/zenodo.23989348
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Enough by Design
Scarcity, Abundance and the Art of Living Well

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Published by Luminous Prosperity Inc. for Haute Lumière. Author ORCID 0009-0008-3244-0306.

DOI 10.5281/zenodo.23989348 · this record's page: business.hautelumiere.life/library/enough-by-design/

Please cite as: Santa Anna, A. (2026). Enough by Design: Scarcity, Abundance and the Art of Living Well. Luminous Prosperity Inc. 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

Much of the scarcity a well-resourced firm or household lives inside is designed, and what is designed can be redrawn. Scarcity, abundance and the art of living well — twelve chapters and a workbook for leaders and households.

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CHAPTER ONE

The Year on the Letter



The Year on the Letter

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER ONE

A date that is nearly here

In the autumn of 1930 John Maynard Keynes put a date on a letter to people he would never meet. He told them that the economic problem of the human race, the old struggle for subsistence, might be solved within a hundred years. "I would predict that the standard of life in progressive countries one hundred years hence will be between four and eight times as high as it is to-day."[1] He was writing a year into the worst slump the industrial world had yet known, and he wrote it anyway.

The hundred years end in 2030. That is the first reason for this book, and the plainest. The letter Keynes wrote is nearly at its date, and the people it was addressed to are the readers of this page: leaders of teams and firms, and the adults of households, living in the richest societies that have ever existed. Some of what Keynes forecast has arrived. Some of it has not, and the part that has not is not mainly a matter of output. It is a matter of hours, of habit and of a feeling about money that the output did not change.

In 2008 a group of economists gathered by Lorenzo Pecchi and Gustavo Piga answered the essay chapter by chapter. The editors wrote that a reader "will be surprised both at how accurate some of his predictions on income levels turned out to be and at how off the mark he was when speculating about working hours and future lifestyles."[2] Lee Ohanian, in the same volume, judged the four-to-eight-fold forecast realised, with "an eerily accurate average growth rate of between 1.4 to 2.1 percent per capita across the industrialized countries".[2] The output came. The hours, as the record assembled by Michael Huberman and Chris Minns shows, fell for decades and then fell much more slowly.[3]

So a careful reader in 2026 holds two facts at once. There is far more than there was. And a great many well-resourced people, and a great many well-capitalised organisations, still live and decide as though there were not enough. This book is about the space between those two facts.

The one claim

The book makes one claim, and the rest of it is the work of testing and using that claim.

Much of the scarcity a well-resourced firm or household lives inside is designed, and what is designed can be redrawn.

Every word in that sentence is doing work, and three of them deserve a note before anything else.

Much, not all. Water in a dry valley is scarce. A nurse's hours on a winter ward are scarce. A household whose rent takes two incomes is not imagining its constraint. Ammanuel Santa Anna, whose book *Ecstatic Economics* is the source this series is drawn from, is blunter about this than most writers on abundance. People in genuine material deprivation, he writes, need material resources, not a change of outlook, and any argument that forgets this has stopped being economics. That sentence is quoted in full in chapter 2, and chapter 3 is built around keeping it.

Well-resourced. The argument is addressed to a particular reader: a person or an organisation whose absolute needs are met, or nearly met, and who still feels the pressure of not enough. That is a large population in the rich countries, and an awkward one to talk about, because its scarcity is real to it and invisible in the figures.

Designed. A designed scarcity is one that someone drew: a rule, a measure, a definition, a habit of budgeting, a way of holding knowledge so that only one person has it. Santa Anna puts the claim in a sentence that does not hedge:

> *scarcity feels like physics. It isn't. It's architecture.*[4]

He is careful elsewhere to say what that does and does not mean. In the chapter of *Ecstatic Economics* that describes how scarcity is felt in the body, he refuses the easy villain:

> *No one designed this trap. But understanding its somatic mechanism is essential to escaping it.*[5]

Those two sentences sit together comfortably once the word *designed* is read as an engineer reads it. Most designed scarcity was not planned by anyone with that intention. It accumulated, one reasonable rule at a time, until the rules produced a shortage that nobody chose and everybody obeys. Santa Anna says as much of the pressure people feel to earn and produce more: "This isn't a conspiracy—it's an emergent property of a system built on scarcity assumptions."[5] The practical consequence is a hopeful one. A shortage that emerged from rules can be traced back to the rules, and rules can be rewritten by the people who hold authority over them.



Why the definition matters

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER ONE

Why the definition matters

The claim pushes against the first page of the textbook, and it is worth knowing where that page came from.

Two years after Keynes's essay, in 1932, Lionel Robbins of the London School of Economics published *An Essay on the Nature and Significance of Economic Science*. On page 15 of the first edition he gave the definition that became the discipline's front door: "Economics is the science which studies human behaviour as a relationship between ends and scarce means which have alternative uses."[6]

It is a good definition. It gave economics a method that did not depend on what was being bought or sold, and it is still the clearest single sentence about what economists study. It also did something quieter. It made scarcity not one subject among several, but the condition without which there is no subject. Chapter 2 tells that story in full, beside Keynes's essay, because the two texts, written two years and a few miles apart, set down opposite first principles.

Santa Anna states the inherited view in a sentence of his own, set in bold in his book:

> *there is not enough, there will never be enough, and the fundamental economic problem is the allocation of scarce resources among competing wants.*[5]

He calls this a metaphysics, which is a strong word, and the book that follows does not ask the reader to accept it. It asks something smaller and more useful. It asks the reader to notice when a constraint is being treated as a fact of nature, and to check.



Why now

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER ONE

Why now

Three things make the check more urgent in 2026 than it was in 1930, and none of them is a forecast.

The first is the date itself. Keynes's century is nearly up, and a century is long enough to judge a forecast fairly. The output part of his letter has been judged, by economists who disagreed about much else, as broadly right. The part about how people would live with the output has not been. That makes this a good moment to ask what went differently, and the answer this book gives is that the scarcity was carried forward in design and habit after it had shrunk in material terms.

The second is the shape of what firms now own. Carol Corrado, Charles Hulten and Daniel Sichel estimated that American business investment in intangibles, in software, data, research, design, training and organisation, was "approximately one trillion dollars in 1999, an amount that is roughly the same as investment in tangible capital at that time", and that as much as $800 billion of it was still excluded from published United States data as of 2003.[7] Intangible assets behave differently from machines. Knowledge can be used by many people at once without being used up. That means a firm's most valuable stock is, by its nature, the kind that can be made abundant inside the firm, and it also means that most of the scarcity around it is designed: who can find it, who is allowed to use it, who is the only person who knows it. Chapters 5 and 6 work this through.

The third is the body. Santa Anna's book spends long chapters on what scarcity does to a nervous system, and one sentence from that material describes a pattern many leaders will recognise from their own calendars:

> *Long-term thinking feels like a luxury you can't afford.*[5]

He is describing an inner state, and the book does not treat that description as a scientific finding. The research on scarcity and cognition is contested, and chapter 3 sets out the dispute fairly. But the pattern it names, the shrinking of the horizon under pressure, is a familiar one in budgets and boardrooms as well as in kitchens. A firm that plans one quarter at a time because it feels short, while holding intangible capital it cannot see, is paying for its feeling in the one currency it most needs: time to invest in what compounds.

Who this book is for

It is written for two readers who are more alike than they look.

The first is a person who runs something: a team, a department, a practice, a firm. You have a budget, a headcount and a calendar, and you have a list of things that cannot be done because one of those three is short. This book asks you to grade that list. Some of the shortages are material, and the book will say so. Some are positional, the result of competing for a rank that only one party can hold. Some are designed, written into your own rules. Some are habitual, carried forward from a leaner year. The work is to tell them apart and to change the ones you drew.

The second is the adult of a household. You keep accounts, or mean to. You may feel the pressure of not enough at an income that, on any reasonable measure, is enough. This book asks you to find the line where enough lies for your own household, to write it down, and to see which of the pressures above it are positional and which are habits you could set down.

Both readers will find chapters written primarily for the other, and both should read them. A leader learns more about designed scarcity from the household chapter than from most management books, because a

household is a firm small enough to see whole. A household learns from the field manual how a change is run with discipline rather than resolve.

The book does not offer investment advice, and it does not promise any reader more money, a shorter week or less worry. What it offers is a method for seeing which constraints are fixed and which were drawn by someone, and a set of tools for redrawing the ones that were.

The four kinds

The whole book rests on one sorting, and it is introduced here so that every later chapter can use it without stopping to explain. When something is short, it is short in one of four ways.

Material scarcity is a real limit in the world. There is only so much water in the valley, so many hours before the shift ends, so much money in the account this month. It is met with resources: more of the thing, or a better use of what there is. It is never met with a change of attitude, and the book's ethical line, which chapter 3 calls the bypass test, is drawn exactly here.

Positional scarcity is the scarcity of rank. Only one firm can be first in its market, only so many families can live in the best-regarded school's catchment, only one person can hold the corner office. The economist Fred Hirsch named these positional goods in 1976, and Keynes had seen the same thing in 1930 when he divided needs into absolute and relative.[8] Positional scarcity cannot be met by producing more, because the good is the position. It is met by a choice: to compete for the rank, or to step out of that particular race.

Designed scarcity is a shortage produced by rules. A budget that rewards each department for spending its allocation by year-end. A promotion system that makes sharing knowledge a loss of standing. A procurement process that makes the firm pay twice for what one division already owns. A household rule that only one adult ever looks at the accounts. These shortages are real in their effects and artificial in their origin. They are met with redesign, by the people who hold authority over the rule.

Habitual scarcity is a shortage that has outlived its cause. The budget line cut in a bad year and never restored. The family that still eats as though money were as tight as it was a decade ago. The firm that still treats its training budget as discretionary because it was, once. Habitual scarcity is the hardest to see, because it feels like prudence. It is met with review: an honest look at whether the original reason still holds.

The four are not ranks. None is shameful, and most real constraints are a mixture. A household's rent is material; the fact that it takes two full-time incomes to meet it may be partly designed by zoning and partly positional, because of the school it sits beside. The point of the sorting is not to classify a constraint once and for all. It is to stop treating every constraint as the first kind, because only the first kind is met with resources, and a leader or a household that answers every shortage by asking for more will keep asking long after more has arrived.



The map of the book

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER ONE

The map of the book

The book has twelve chapters and a workbook appendix. It moves from the idea and its origins, through its fair critique, to the evidence and the cases, and then to the practice.

Chapter 2 · A Letter to the Grandchildren reads Keynes's 1930 essay closely, beside Robbins's definition, and corrects the myth of the fifteen-hour week. It introduces Keynes's two kinds of need and the book's first tool, *the Two-Column Ledger*, for telling absolute from relative in a household's or a team's own accounts.

Chapter 3 · Where Abundance Overreaches sets out five fair objections to the argument: positional competition, the disputed research on scarcity and cognition, the income and well-being debate, the rising cost of new ideas, and the danger of abundance language being used against the people it describes. It keeps what survives and introduces *the Abundance Claim Grader*.

Chapter 4 · What a Person Is Able to Be reads Amartya Sen's capability approach beside the house's living-systems lens. Wealth is read as what a person or a team is able to do and to be, and *the Capability Map* marks each gap as chosen or blocked.

Chapter 5 · The Balance Sheet Cannot See works the intangible economy, using the research of Corrado, Hulten and Sichel and of Jonathan Haskel and Stian Westlake, through a labelled composite studio and a household. Its tool is *the Intangible Inventory*.

Chapter 6 · Opening the Library is the first case chapter. It reads two firms that made their own knowledge abundant on purpose, by releasing patents for others to use, and says plainly what is and is not known about the results. Its tool is *the Open-Library Test*.

Chapter 7 · The Hours Keynes Promised is the second case chapter. It reads the public working-time trials in Iceland and the United Kingdom against Keynes's essay and the long record of hours, figure by figure from the reports, with their limits named. Its tool is *the Hours Ledger*.

Chapter 8 · The Field Manual is the implementation chapter for a leader: twelve weeks, end to end, with roles, gates, decisions, meetings and what to do when the work stalls, and then the year after. Its tool is *the Twelve-Week Charter*.

Chapter 9 · How to Know It Worked is about measurement: predictions written before the change, what to count, how to set a baseline, how to read a small sample honestly, and how a measure stops measuring when it becomes a target. Its tool is *the Prediction Register*.

Chapter 10 · The Hard Conversations takes the argument into the rooms where it is most easily misheard: the board, the finance committee, the staff and their representatives, partners, families and sceptics. Each conversation has what the other party fears, what they need to hear and a short script. Its tool is *the Conversation Card*.

Chapter 11 · Enough at Home is the household chapter: the enough line, two adults with different money histories, children, ageing parents, debt and a weekly money hour, worked across a year through a labelled composite household. Its tool is *the Household Enough Line*.

Chapter 12 · The Art of Life Itself closes the book. It gives the living-systems reading of the whole, joins the argument to the neighbouring books in the Ecstatic Economics series, grades honestly what the book can and cannot show, and gathers the tools into *the Quarterly Enough Review*.

The Workbook, at the back, collects every tool from every chapter in full, with a ninety-day plan in day-ranges for a leader and for a household.

A reader in a hurry can read this chapter, chapter 2, chapter 8 or chapter 11 according to which reader they are, and the workbook. A reader with time should go in order, because chapter 3 is the one that keeps the rest honest.



A note on method

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER ONE

A note on method

The book is drawn from Santa Anna's *Ecstatic Economics* and from shorter works in his library, and every quotation of his is given as he wrote it. The research it cites is cited to the original papers and books, and each note says what that source cannot show. Where a case uses figures, they are taken from the organisation's own report or a peer-reviewed paper. Where an illustration is a composite, a household or a firm built to show a method, it is labelled as a composite in the same paragraph. No composite is evidence that the method works. It is a picture of how the method is done.

The book also keeps one boundary that a reader should know about from the start. It is an argument about design, not about effort. At no point does it suggest that a person or a team should accept less material support because their outlook is expected to change. That use of abundance language is the one the book most wants to prevent, and chapter 3 gives it a test.

The Tool: The Four Kinds

One page. Ten minutes. For a leader, a team or a household. Use it on any constraint you have cited more than once this month as a reason something cannot be done.

The constraint, in one sentence:

Who first said it was short, and when?

Sort it. Tick every kind that applies, and estimate the share of each. Most constraints are a mixture.

KIND	THE QUESTION THAT IDENTIFIES IT	APPLIES?	ROUGH SHARE
Material	Is there a real limit in the world: a quantity, a deadline, a sum in the account?	☐	__%
Positional	Is the value in a rank that only some can hold? Would it matter if everyone had it?	☐	__%
Designed		☐	__%

KIND	THE QUESTION THAT IDENTIFIES IT	APPLIES?	ROUGH SHARE
	Is the shortage produced by a rule, a measure, a process or a definition that someone could change?		
Habitual	Was it set in different conditions? Would it be set the same way today?	☐	__%

What each kind asks of you.

- Material: resources, or a better use of what there is. Never a change of attitude.
- Positional: a choice. Compete for the rank, or step out of this race.

Designed: redesign. Who holds authority over the rule?

Habitual: review. What was the original reason, and does it still hold?

The one move this week, on the largest designed or habitual share:

Check it against the bypass line. Does the move ask anyone to accept less material support because their attitude is expected to change? If yes, it is not a move this book recommends. Rewrite it.

Keep the page. Chapter 2's Two-Column Ledger and chapter 3's Abundance Claim Grader both begin where this one ends.

A note on method

The four kinds of scarcity are this book's sorting, built from Keynes's two classes of need, Hirsch's positional goods and Santa Anna's distinction between material constraint and designed scarcity; the sorting is a working frame, not a finding of any study.

CHAPTER TWO

A Letter to the Grandchildren



A Letter to the Grandchildren

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER TWO

A forecast with a date on it

Most economic forecasts are made for next quarter. This one was made for a century, and the century is nearly up.

In the autumn of 1930, a year into the worst slump the industrial world had known, John Maynard Keynes published a short essay in two instalments in *The Nation and Athenaeum*, the London weekly he chaired. He called it "Economic Possibilities for our Grandchildren", and it was addressed, quite openly, to people who would not be born for decades. Its opening sentence is a diagnosis of the reader's mood rather than of the economy: "We are suffering just now from a bad attack of economic pessimism."[9]

He then did something economists rarely do. He named a number and a date. "I would predict that the standard of life in progressive countries one hundred years hence will be between four and eight times as high as it is to-day."[9] And from that number he drew the conclusion he described as "more and more startling to the imagination the longer you think about it":

> *I draw the conclusion that, assuming no important wars and no important increase in population, the economic problem may be solved, or be at least within sight of solution, within a hundred years. This means that the economic problem is not-if we look into the future-the permanent problem of the human race.*[9]

The essay is one of the most quoted pieces of economics ever written and one of the least read. It is usually remembered for a single phrase, the fifteen-hour week, and usually remembered as a mistake. Both memories are partly wrong, and the way they are wrong is the subject of this series.

Ammanuel Santa Anna's book *Ecstatic Economics* begins in the same place Keynes ended: with the claim that the deepest economic problem of a rich society is not a shortage of things but a habit of mind built for shortage. He puts the claim plainly:

> *an economy rooted in fear produces scarcity even amid abundance, while an economy rooted in vitality produces genuine prosperity even in modest material conditions.*[10]

Set beside each other, the two texts make one argument across ninety years. Scarcity is real in places and for people, and it must be met with things, not with feelings. But a great deal of the scarcity a wealthy household or a well-capitalised firm lives inside is not a fact of nature. It is the output of a design: of rules, of measures, of definitions and of nervous systems trained for a different century. A design can be read, and it can be changed. That is the claim of this book, and this chapter goes back to where it began.



Two essays, two years apart

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER TWO

Two essays, two years apart

The essay had a life before print. Lorenzo Pecchi and Gustavo Piga, who edited the most careful modern collection on it, set out the history in their introduction: "The first version of Economic Possibilities dates back to the beginning of 1928. After delivering it a few times, mostly as a talk to students' societies, Keynes undertook some major revisions for a lecture to be given in Madrid in June 1930, adding a specific reference to the oncoming Great Depression."[11] A contributor to the volume, citing Robert Skidelsky's biography, records that Keynes gave the paper to five audiences between February 1928 and June 1930, and an-

other names a student society at Winchester among its early hearers in 1928. It was then printed in two instalments that October and gathered into Keynes's *Essays in Persuasion* in 1931. The detail matters for one reason. The essay was not written in the despair of the crash. It was written across it, by a man who had been making the same case in good years and bad, and who refused to let the slump decide the century.

Two years after the essay appeared, in 1932, Lionel Robbins of the London School of Economics published *An Essay on the Nature and Significance of Economic Science*, its preface dated February of that year. On page 15 of the first edition sits the definition that, more than any other, became the textbook's first page: "Economics is the science which studies human behaviour as a relationship between ends and scarce means which have alternative uses."[12]

That sentence is a good one. It is clear, it is general, and it gave a young discipline a method that did not depend on what was being bought or sold. It also did something quieter. It made scarcity not one subject among others but the condition that defines the subject. Where scarce means are not involved, on Robbins's definition, there is no economic question to ask.

So within two years, and within a few miles of each other in London, two of the leading economists of the period set down two different first principles. Keynes said the economic problem was temporary, and that the real problem, the permanent one, lay on the far side of it. Robbins said the economic problem was scarcity itself, and so, by definition, permanent. The discipline largely followed Robbins. The century largely followed Keynes's arithmetic.

Santa Anna's book reads that history in his own terms. Looking across Smith, the classical school, Keynes and the neoliberals, he writes that what "never changes across all these schools" is that "the foundational assumption of scarcity remains unquestioned".[13] That is a strong reading, and Keynes is a partial exception to it: the 1930 essay questions exactly that assumption, and does so on the grounds of his own arithmetic. But as a description of what the textbook kept and what it set aside, it is fair. The definition stayed on the first page. The grandchildren's essay went into the anthologies.

What he actually predicted

The usual summary of the essay is that Keynes predicted we would work fifteen hours a week by now, and we do not, so he was wrong. Read the passage and it says something different.

Keynes did not forecast the fifteen-hour week. He offered it as a remedy for a problem he expected abundance to create. Having argued that the economic problem would be solved, he turned at once to what he feared would follow: that people bred for "countless generations" to struggle would not know what to do without it. He wrote of the "dread" of that readjustment, of "a general nervous breakdown", and of the well-off of his own day as an advance guard who had "most of them failed disastrously" at living without necessity.[9] Then came the remedy:

> *we shall endeavour to spread the bread thin on the butter-to make what work there is still to be done to be as widely shared as possible. Three-hour shifts or a fifteen-hour week may put off the problem for a great while.*[9]

May put off the problem. The short week is a way of spreading the remaining work so that people keep the habit of it while they learn something else. It is advice, not prediction, and the problem it is meant to postpone is not unemployment. It is leisure.

What Keynes did predict was the four-to-eight-fold rise in the standard of life, and on that he has been judged far more kindly. Pecchi and Piga warn their own readers that they "will be surprised both at how accurate some of his predictions on income levels turned out to be and at how off the mark he was when speculating about working hours and future lifestyles."[11] The economists they gathered in 2008, among them Robert Solow, Joseph Stiglitz, Edmund Phelps, Gary Becker, Benjamin Friedman and William Baumol, spent most of their pages on the second half of that sentence. Lee Ohanian, in a chapter titled "Back to the Future with Keynes", judges the output forecast realised, with "an eerily accurate average growth rate of between 1.4 to 2.1 percent per capita across the industrialized countries".[19] That is the judgement of an economist reading the long series, not a measurement made for this book, and it is the hours, not the income, that the rest of the volume tries to explain.

The hours themselves have been measured. Michael Huberman and Chris Minns assembled the long record of days and hours of work across Europe and the New World from 1870 to 2000. Their title gives the finding its tone: "The times they are not changin'". Hours fell substantially from the late nineteenth century into the middle of the twentieth, and then the decline slowed sharply, with the New World, the United States above all, working longer than Europe by the end of the period.[14] What their data can show is the shape of the curve. What it cannot show, by itself, is why the curve flattened: whether people chose income over time, whether institutions stopped offering the choice, or whether, as Keynes half-suspected, a part of the reason was relative.



The two kinds of need

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER TWO

The two kinds of need

That last possibility is in the essay itself, and it is the passage that the fifteen-hour summary leaves out. Keynes divided human needs into two classes:

> *those needs which are absolute in the sense that we feel them whatever the situation of our fellow human beings may be, and those which are relative in the sense that we feel them only if their satisfaction lifts us above, makes us feel superior to, our fellows.*[2]

The first class, he argued, can be satisfied. The second "may indeed be insatiable; for the higher the general level, the higher still are they."[9] His whole forecast rests on the first class: that "a point may soon be reached, much sooner perhaps than we are all of us aware of, when these needs are satisfied in the sense that we prefer to devote our further energies to non-economic purposes."[9]

Here is the fork in the road, and Keynes saw it. If most of what a rich society wants is absolute, abundance arrives and work shrinks. If a growing share is relative, abundance arrives and the race continues, because a relative need cannot be met by producing more of anything. It can only be met by having more than someone else.

Santa Anna's word for the inner side of this is fear. In his reading, the race that does not stop when needs are met is the behaviour of a body that does not believe they are met. He describes the effect of a single number, a bank balance, an invoice, read by a person who has "more than enough", and the bracing that follows anyway. Then he names what he thinks is going on underneath:

> *The wound isn't greed. Greed is a symptom.*[15]

The wound, in his account, is "the *belief in fundamental scarcity*", and its signature is that it "converts a practical challenge into an existential terror."[15] Keynes, who had read Freud, would have recognised the move. His own phrase for the love of money as a possession, rather than as a means, was "a somewhat disgusting morbidity".[9] The two writers differ in temperament. Keynes is amused and a little contemptuous; Santa Anna is clinical and kind. They agree on the finding. A rich society that cannot stop striving is not short of goods. It is short of a sense of enough.

Scarcity, read carefully

A careful reader will already have the objection ready, and Santa Anna puts it in the reader's mouth before answering it: "But scarcity *is* real. There are limited quantities of oil, fresh water, arable land."[15] His answer is the most important sentence in the book for this series, and it is worth reading slowly:

> *there is a difference between specific material constraints and a metaphysical belief in universal scarcity as the organizing principle of existence.*[15]

The distinction lets this series say something precise. Water in a dry valley is scarce. A nurse's hours in a winter ward are scarce. These are material constraints, and an economics that forgot them would be worse than useless. But the belief that scarcity is the organising principle of every exchange, so that every gain must be someone's loss, every gift is a cost, and every free hour is a failure to produce, is not a finding about water or hours. It is a frame laid over all of them.

Santa Anna is unusually direct that the frame cannot be argued away by feeling. In the first chapter of the book, in a section on what the chapter is not saying, he writes, with a bluntness worth keeping in view:

"This chapter is not saying that material poverty is a mindset problem. People living in genuine material deprivation need material resources, not consciousness shifts."[16] Any reading of abundance that loses that sentence has stopped being economics.

Elsewhere, in a short work titled *Scarcity Is a Design Choice*, he makes the positive case in a single image:

> *Scarcity is not a boundary condition of reality. It is a blueprint. And blueprints can be redrawn.*[17]

A blueprint is the right word. It is drawn by someone, it encodes decisions, and it can be read by anyone patient enough to unroll it. The chapters that follow unroll it. Chapter 3 asks where the abundance argument goes wrong, and it goes wrong in several places. Chapter 4 reads Amartya Sen's capabilities beside the house's living-systems lens. Chapter 5 works the intangible economy, the place where Keynes's forecast and Robbins's definition collide most sharply. Chapters 6 and 7 test the argument against firms that opened their knowledge and workplaces that shortened their hours, and chapter 12 returns to the question Keynes left on the table.



What a household can do with this

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER TWO

What a household can do with this

The essay was written for grandchildren in general. It can be read by one household in particular, and that is the finer point of putting it to work. What follows is the first pass; chapter 11 takes the household through a full year, and chapter 8 does the same for a leader and a team.

The first move is to separate Keynes's two classes in your own accounts. Every household has absolute needs, and most can name them: shelter, food, warmth, care, transport to work, the education of children. Every household also has relative needs, things whose value lies in their position: the address, the school's

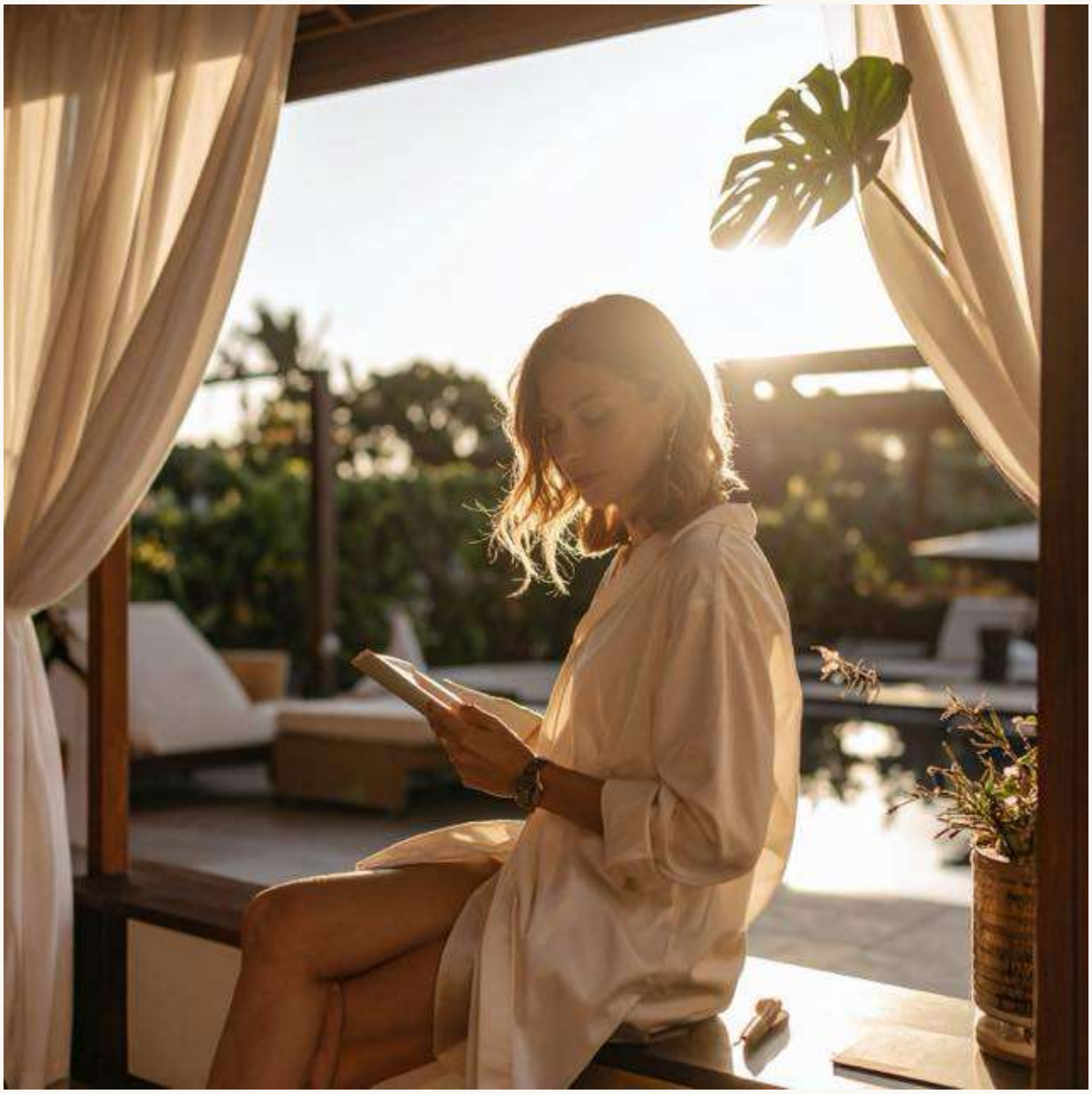
ranking, the size of the car beside the neighbour's. Neither class is shameful. Relative needs are real needs, and some of them, a school's standing among them, carry real consequences. But they behave differently. Spending on absolute needs reaches a point of sufficiency. Spending on relative needs does not, because the target moves with everyone else.

Santa Anna, in a set of notes on financial freedom, names the moving target exactly: "If you don't define what enough means, you'll never feel prosperous no matter how much you have. The goalpost keeps moving."[18] A goalpost that moves is the signature of a relative need being treated as an absolute one.

The second move is to separate, inside the absolute needs, the constraints that are material from those that are designed. The rent is material. The fact that it takes two incomes to meet it may be partly designed: by the zoning of the town, the structure of the lease, the hours the employer will offer. A household cannot redraw its town's zoning on Monday. It can know which of its constraints are of that kind, and stop treating them as personal failures. Elinor Ostrom's work on the commons, read at length in the companion book on the commons, is the long demonstration that many apparent scarcities are failures of rule design rather than of supply.

The third move is the one Keynes thought hardest. It is to decide, in advance, what the household would do with the margin if the absolute needs were met. His permanent problem was "how to use his freedom from pressing economic cares".[9] A household that has not answered that question will tend to spend the margin on relative needs by default, because they are the ones the culture names. A household that has answered it can recognise the margin when it arrives.

None of this promises a shorter week or a larger balance. It is a way of seeing the accounts you already keep. For a leader, the same three sorts apply to a budget, and *Alpha Value Chain* reads them at the scale of a firm, showing where cost actually sits.



The century's last page

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER TWO

The century's last page

Keynes ended his essay with a warning against hurry. The time for abundance, he wrote, was not yet; for another century we must pretend to ourselves and to every one that fair is foul and foul is fair, because foul is useful. The line is often quoted as cynicism. Read in place, it is a man pacing himself. He thought the grandchildren would have to unlearn what their grandparents had been made to learn, and that the unlearning would take its own time.

The century he gave himself ends in 2030. The output arrived, in the richest countries, roughly as he said. The hours stopped falling about halfway. And the sentence he left for those who would be alive to read it is still, in its plain wording, a description of a task rather than of a state: how "to live wisely and agreeably and well."[2]

The grandchildren are here. The letter is open on the table, and the question it asks is the one it asked in 1930, now addressed to a household with a ledger in front of it and the light coming in across the page.

The Tool: The Two-Column Ledger

A household tool for separating Keynes's two kinds of need, and the two kinds of constraint inside them. One page, one hour, once a quarter.

1 · List the month's outgoings in one column. Use last month's real statements, not a budget. Every line, rounded to the nearest whole unit of currency.

2 · Mark each line A or R.

- A (absolute): you would need this whatever anyone around you had. Shelter, food, warmth, care, getting to work, health, a child's schooling at a decent standard.
- R (relative): some or all of its value lies in where it places you beside others. Be honest and unashamed. Many lines are part A and part R; split them, with a figure for each part.

3 · For every A line, mark M or D.

- M (material): the constraint is physical or contractual and cannot be changed this year.
- D (designed): the amount is set by a rule, a habit, a contract term or an institution that could, in principle, be different. Write in one phrase what sets it.

4 · Total four figures.

	MONTHLY TOTAL
A · M (absolute, material)	
A · D (absolute, designed)	
R (relative)	
All outgoings	

5 · Write your "enough" line. The monthly figure that covers A·M and A·D in full, with a margin you choose for the unexpected. Write it down. This is the number Santa Anna's notes call the finish line.

6 · Answer three questions, one sentence each.

- Which R line would you most miss, and why? (It may be worth keeping. The point is to know it is R.)
- Which D line is set by something you could change in the next year: a contract, a commute, a subscription, a schedule?
- If income above the "enough" line arrived next month, what would you do with it that is not an R line?

7 · Date the page and keep it. Re-run in three months. The useful measure is not whether the totals fell. It is whether the "enough" line held still while the other figures moved.

CHAPTER THREE

Where Abundance Overreaches



Where Abundance Overreaches

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER THREE

A strong claim deserves strong objections

Chapter 2 set two first principles side by side. John Maynard Keynes, in 1930, told his grandchildren's generation that the economic problem would be "within sight of solution" within a century. Lionel Robbins, in 1932, defined economics as the study of "scarce means". Ammanuel Santa Anna's *Ecstatic Economics* sides with Keynes, and goes further: in a short companion work he writes that scarcity "is not a boundary condition of reality. It is a blueprint."[20]

A claim that strong invites misuse. It can be heard as permission to ignore a real shortage, as a promise that the right attitude produces money, or as a slogan that dresses an old business model in new language. Santa Anna's own book anticipates most of these and refuses them, which is part of why it can be read seriously. But a reader who wants to use the idea at work or at home is better served by meeting the objections at full strength first.

This chapter takes five. Each is stated as fairly as its best proponents would state it, set beside the evidence, graded, and followed by a way through: a version of the abundance argument that survives the objection and is more useful for having met it. The aim is not to rescue the idea. It is to find its edges, because an idea used without knowing its edges is an idea that will eventually cut someone.

Santa Anna names the danger himself, in a passage about what he calls consciousness bypass: the insight that consciousness matters "can be distorted into the belief that consciousness is *all* that matters".[21] He does not leave it as a warning. "Consciousness transformation and structural transformation must proceed together," he writes. "Neither can substitute for the other."[21] Every objection below is, in one way or another, a guard against that distortion.

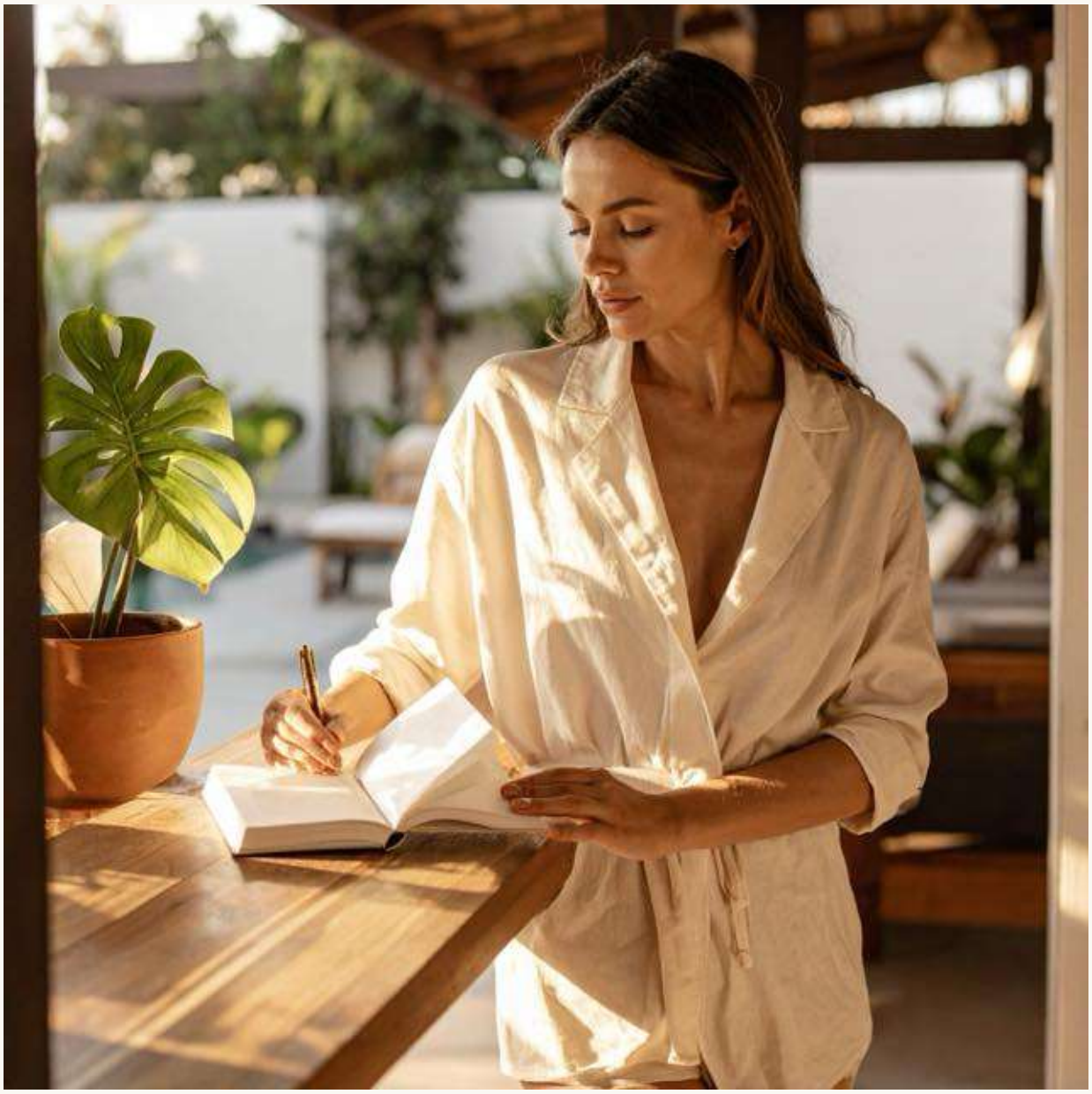
The race that has no finish

The objection. Keynes's forecast depended on most human needs being absolute: needs we feel "whatever the situation of our fellow human beings may be". He admitted that the other class, the relative needs, "may indeed be insatiable".[22] If a large and growing share of what rich societies want is relative, then abundance does not end the race. It raises the stakes. Fred Hirsch made the argument at book length in *Social Limits to Growth* in 1976: as material needs are met, more spending goes to positional goods, a house in the best district, a place at the most selective school, whose supply is fixed by their nature because only a few can be first.[23] No amount of production makes more first places.

The evidence and its grade. The argument is logically sound, and the existence of positional goods is not in dispute. What is harder to establish is their share of spending and how that share has changed. Hirsch's book is an argument, not a measurement, and this book does not have a reliable series for the positional share of household budgets to offer in its place.

The way through. The objection does not refute the claim that scarcity is designed. It sharpens it. A positional good is the clearest case there is of designed scarcity: its scarcity is the design. A school is selective because selectivity is what is sold. Seen this way, the objection gives the household and the leader a specific task. Find the lines in the budget whose value is positional, as chapter 2's Two-Column Ledger asked, and decide each one on purpose. Some will be worth keeping. Others will turn out to be the goalpost that, in Santa Anna's notes on financial freedom, "keeps moving".[24] He has a sharp phrase for what that pursuit becomes when it is mistaken for prosperity: "This isn't prosperity consciousness—it's scarcity in disguise."[24]

For a firm, the same move applies to its own offer. A business that competes only on position, being the most exclusive or the most expensive, is in a race with no finish. A business that also competes on absolute needs met well has a floor under it. The companion book on gift and reciprocity reads the same tension from the side of trust.



The bandwidth that did not always replicate

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER THREE

The bandwidth that did not always replicate

The objection. Santa Anna's book leans on a body of research associated with Sendhil Mullainathan and Eldar Shafir, whose 2013 book *Scarcity* argued that financial scarcity "taxes cognitive bandwidth", in the book's own summary.[21] The research behind it includes a study published in *Science* the same year by Anandi Mani and colleagues, which found that reminding poorer participants of a large financial demand lowered their scores on cognitive tests, and that sugar-cane farmers in India scored better after harvest,

when they had been paid, than before it.[25] If scarcity damages cognition, the argument runs, then scarcity reproduces itself through the mind. But the finding has been challenged, and a reader should know how.

The evidence and its grade. Jelte Wicherts and Annemarie Scholten published a comment in *Science* the same year, questioning the analysis of the laboratory experiments; the original authors replied.[26] In 2016, Leandro Carvalho, Stephan Meier and Stephanie Wang studied a large sample of low-income Americans before and after payday, a natural version of the harvest design, and found that people surveyed before payday did not perform worse on the cognitive tasks they measured, though they did differ in some financial choices.[27] The fair summary is that the existence of a cognitive cost of scarcity is contested, that its size, if it exists, is uncertain, and that it likely depends on how scarcity is experienced and measured. This is a live debate, not a settled finding in either direction.

The way through. The book does not need the strong version. Its argument that scarcity is lived in the body rests on a wider base than one research programme, and Santa Anna is careful about what his practices claim. Of the somatic exercises he offers, he writes plainly that "these practices are not magic", and then, in the next sentence, exactly what they will not do:

> *They will not pay your bills, fix systemic inequality, or resolve structural injustice.*[21]

That is the stance the evidence supports. Treat the inner work as necessary for some people and sufficient for none. Where a claim about scarcity and the mind is used to justify a decision about money, a policy or a person, grade the evidence first, and say the grade aloud. A house that will write "one contested study and a replication that did not find the effect" is a house a reader can trust on the claims that are well supported.



The plateau that was not there

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER THREE

The plateau that was not there

The objection. Much abundance writing relies on the idea that money stops buying well-being past a certain point. If that were true, "enough" would be a fact to be discovered rather than a choice to be made. The best-known support for it was a 2010 paper by Daniel Kahneman and Angus Deaton, which found, in a large American survey, that income improved people's evaluation of their lives across the range, but that day-to-day emotional well-being stopped rising at around $75,000 a year.[28] The difficulty is that the plateau did not hold up.

The evidence and its grade. In 2021 Matthew Killingsworth, using experience sampling on a large sample, reported that experienced well-being kept rising with income above $75,000, in a paper whose title states the finding.[29] In 2023 Killingsworth, Kahneman and Barbara Mellers published a joint reanalysis, an adversarial collaboration between the two camps. Their abstract is plain: "A reanalysis of Killingsworth's experienced sampling data confirmed the flattening pattern only for the least happy people. Happiness increases steadily with log(income) among happier people, and even accelerates in the happiest group."[30] They suggest that the measures in the 2010 paper had a ceiling, and might be better read as measures of unhappiness than of happiness. The direction is what matters here. For most people in the data there was no point at which more income stopped going with more well-being; the flattening belonged to the least happy, where money eased misery up to a point and then eased it no further.

The way through. This is the objection that most improves the argument, because it removes a crutch the argument should never have leaned on. If "enough" is not a natural plateau, then it is a decision. That is exactly how Santa Anna's notes frame it. The enough line, in his practice, is not discovered in the data. It is set by the person, "based on your actual values and needs", so that there is a finish line at all.[24] The research does not say that money beyond a point is useless. It says nothing about whether the hours it costs are worth it, or whether the relative needs it serves are ones a person would choose on reflection. Those are questions a household answers for itself, and a well-set "enough" line is the instrument for answering them.

Ideas that are getting harder to find

The objection. The strongest case for abundance in a modern economy is ideas. Paul Romer's 1990 model of endogenous growth rests on the observation that an idea is non-rival: once it exists, any number of people can use it without using it up.[31] Santa Anna makes the same point in his own register: an economy can be designed so that its wealth circulates, and knowledge is the clearest thing that does. But in 2020 Nicholas Bloom, Charles Jones, John Van Reenen and Michael Webb published a paper with the blunt title "Are Ideas Getting Harder to Find?", and answered yes. Across several fields, from semiconductors to crop yields to medical research, they found that maintaining the same rate of progress required steadily more researchers, so that research productivity was falling.[32]

The evidence and its grade. The paper is careful and widely cited, and its finding is measured within the cases it studies. What it cannot show is whether the decline is a law of nature, a feature of how research is currently organised and funded, or both. It is a finding about the cost of producing new ideas, not about the cost of sharing ideas that already exist.

The way through. The objection separates two kinds of abundance that are often run together. Copying is abundant: an idea once found can be used without limit, and the marginal cost of a second user is close to nothing. Creating is not: a new idea costs more effort over time, on Bloom and his colleagues' evidence. An abundance argument that confuses the two will promise too much. One that keeps them apart becomes

practical. A firm or a household can ask, of any piece of knowledge it holds, whether its value lies in creating more of it, which is costly and should be funded as such, or in circulating what already exists, which is cheap and is often blocked by design. Chapter 5 works that question through a firm and a household, and chapter 6 follows two firms that chose to circulate what they had made.



Designed scarcity, designed by whom

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER THREE

Designed scarcity, designed by whom

The objection. If scarcity can be designed, it can be designed for profit. The modern economy is full of deliberately constructed shortages: software licences that limit copying, platforms that capture a network and charge for access to it, intellectual property terms that extend for decades. Jonathan Haskel and Stian Westlake, in *Capitalism without Capital* (2018), argue that the rise of intangible investment comes with exactly these features: intangibles scale, spill over and combine, and the firms best placed to capture their returns pull away from the rest, with consequences for inequality and competition.[33] "Scarcity is a design choice" can be the slogan of the extractor as easily as of the steward.

The evidence and its grade. Haskel and Westlake's account is a synthesis of a large literature on intangibles rather than a single test, and the links they draw to inequality are argued rather than proven causally. The broad pattern, that intangible investment has grown in importance and that its returns are unevenly captured, is well documented.

The way through. The objection does not undo the claim. It names who is holding the pencil. Santa Anna's own policy writing is clear about the direction he means: "Overflow is cultivated; scarcity is manufactured."[34] The question for a leader is therefore not whether to design scarcity or abundance, since every firm does some of each, but where each is designed and whom it serves. A licence that protects the people who made a thing so they can keep making it is a different design from one that locks a customer in after the value has been delivered. Ostrom's work on the commons, read at length in the companion book on the commons, is the most patient study available of rules that keep a shared resource abundant for those inside it without making it a toll road for those outside. The house's instrument for seeing who holds which position is *Alpha Stakeholder Map*.



What survives

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER THREE

What survives

Put the five objections together and the abundance argument is narrower and stronger than its slogans. It does not say material shortage is an illusion; Santa Anna says outright that people in deprivation "need material resources, not consciousness shifts".[35] It does not say a changed mind produces money, or that money stops mattering at a threshold. It does not say ideas are free to make.

What it does say survives all five. A large share of the scarcity a well-off household or a well-capitalised firm lives inside is positional, designed or habitual rather than material. Positional scarcity is real and can

be chosen about. Designed scarcity can be redesigned, by someone, for someone. Habitual scarcity, the bracing at a bank balance that is "objectively fine", is a pattern in a body, and Santa Anna's whole book is about meeting it there, without pretending that doing so pays the rent.

Chapter 4 reads that surviving claim through Amartya Sen and the house's living-systems lens, and *Ecstatic Economics* remains the fuller statement of it.

Grading a claim in practice

The tool at the end of this chapter turns the five objections into a sheet a leader can fill in. It helps to see one worked before using it. What follows is a composite, drawn from no single firm, and labelled as such.

A mid-sized professional-services firm hears from its operations director that "our knowledge is abundant; we just hoard it." The claim sounds like this book. Graded, it splits in two. The firm's methods, templates and past proposals are copies waiting to circulate: a designed scarcity, held in place by folder permissions and by a bonus scheme that rewards partners for what they alone can do. That half grades well, and the fix is a rule, not a mood. The other half of the claim, that the firm has plenty of senior judgement to go round, is material. There are four partners who can price a complex engagement, and no reorganisation adds a fifth this year. Treated as abundant, that half would ask four people to carry more for the same pay, under the language of generosity. The bypass test catches it.

The worked case shows why the grader asks who designed a limit before it asks whether the limit is real. Most claims arrive mixed, and the useful work is separating the parts. Santa Anna's own phrase for the stance is "pragmatically idealistic":[36] clear about what is wanted, and plain about what the figures will and will not bear. In his book the warning is sharper still: individual change "without structural change is spiritual bypassing in economic clothes. Both are needed. Neither alone is sufficient."[37]

The test of an idea is not whether it can be stated beautifully. It is whether it still stands after the people who disagree with it have finished speaking, and this one is still standing, a little thinner, with its weight on the right foot.

The Tool: The Abundance Claim Grader

Use this on any claim that something is "abundant", "artificially scarce" or "a mindset problem", whether it appears in a strategy paper, a vendor's pitch, a policy proposal or your own planning. One claim per sheet. Fifteen minutes.

The claim, in one sentence:

1 · What kind of scarcity is it about? Tick one.

- [ ] Material: a physical or contractual limit that would exist under any rules.
- [ ] Positional: the good's value lies in being scarcer than others'.
- [ ] Designed: a rule, licence, price or process creates the limit.
- [ ] Habitual: the limit has outlived its cause; it is still felt, though the figures show sufficiency.

If it is material, stop. The claim is not an abundance claim and should be met with resources.

2 · Who designed the limit, and who benefits from it? Name both. If you cannot, the claim is not ready to act on.

3 · What is the evidence, and what grade is it?

GRADE	MEANING
A	Several independent studies, including at least one large or natural experiment, in the same direction
B	One good study, or several small ones, not yet challenged
C	Contested: studies in both directions, or a well-known failure to replicate
D	An argument or a case, without measurement

Write the grade and one sentence on what the evidence cannot show.

4 · Copying or creating? If the claim concerns knowledge, skill or information: is the value in circulating what exists (usually cheap) or in producing what does not yet exist (usually costly)? Write which.

5 · The bypass test. Does acting on the claim require anyone to accept less material support because their attitude is expected to change? If yes, rewrite the claim until the answer is no.

6 · The decision. In one sentence: what will you do differently because of this claim, by when, and how will you know in three months whether it was right?

CHAPTER FOUR

What a Person Is Able to Be



What a Person Is Able to Be

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER FOUR

A linen shirt

In *The Wealth of Nations*, Adam Smith paused over a shirt. A linen shirt, he observed, is not strictly a necessity of life; the Greeks and Romans lived comfortably without linen. But in the Europe of his day, a creditable working man would be ashamed to appear in public without one. Custom had made it a necessary, and the want of it a sign of disgraceful poverty.

Two centuries later, Amartya Sen picked the shirt up again and used it to settle an argument that had divided the study of poverty for a generation. Was poverty absolute, a matter of falling below a fixed minimum, or relative, a matter of falling behind one's neighbours? In a 1983 paper in *Oxford Economic Papers*, with the dry title "Poor, Relatively Speaking", Sen answered that it was both, and that the confusion came from measuring in the wrong place.[38] Poverty, he argued, is absolute in the space of capabilities: the ability to appear in public without shame is the same need in every century. It is relative in the space of commodities: what it takes to meet that need — a linen shirt in one place, a phone and a decent pair of shoes in another — depends on the society around you.

The point looks technical. It is the hinge of this book. Chapter 2 read Keynes's division of needs into the absolute and the relative, and chapter 3 took up the strongest objection to his forecast: that relative needs make abundance impossible, because no amount of production makes everyone first. Sen's shirt shows that some of what looks relative is, underneath, absolute. The need to belong, to be seen as a full member of one's community, is fixed. What changes is the price of meeting it. And a price is set, at least in part, by design.

Ammanuel Santa Anna's *Ecstatic Economics* asks its central question in a form Sen would recognise. Having accepted Kate Raworth's doughnut — an economy that meets everyone's basic needs within the planet's limits — the book insists on one more dimension:

> *How alive do people feel in the economy we're creating?*[39]

This chapter reads the capability approach beside that question. Sen supplies the measure; the house's living-systems lens supplies a picture of how the measure moves. Together they turn abundance from a feeling into something a household or a team can map on one sheet of paper — which is what the tool at the end of the chapter does.



Doings and beings

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER FOUR

Doings and beings

Sen's approach developed over two decades: in his 1979 Tanner Lecture "Equality of What?", in *Commodities and Capabilities* (1985), and in *Development as Freedom* (1999). Ingrid Robeyns's 2005 survey in the *Journal of Human Development* remains one of the clearest accounts of its structure, and this section follows her vocabulary.[40]

Two words carry the approach. Functionings are the things a person actually does and is: being nourished, being sheltered, reading, working, taking part in the life of the community, being at ease. Capabilities are

the set of functionings a person is genuinely able to achieve, whether or not they choose to. A person who fasts and a person who starves have the same functioning, being underfed. They have different capabilities, because one could eat and the other could not.

Between resources and functionings, Sen placed conversion factors: everything about a person and their circumstances that decides how much functioning a given resource can produce. A bicycle is a resource. For a healthy adult in a flat town with safe roads, it converts into mobility. For a person with a disability, or on a mountain road without a shoulder, it converts into much less. Income works the same way. One salary becomes very different lives depending on health, family obligations, the cost of housing nearby, the reliability of public transport and the norms of the place.

Robeyns is candid about the approach's limits, and a reader should hold them too. It is a framework for evaluation, not a theory that explains why people are poor or rich. It does not, by itself, say which capabilities matter most; Sen deliberately left that list open for public reasoning, while Martha Nussbaum proposed a specific list of central capabilities, and the two positions remain in tension.[40] And measuring capabilities is hard. What someone could have done is less visible than what they did.

With those limits stated, the approach does something no income figure can. It moves the question from *how much does this household have?* to *what is this household able to do and to be, and what is standing between its resources and those doings?*

That second question is the one this book keeps asking. Chapter 1 sorted scarcity into four kinds: material, positional, designed and habitual. Sen's vocabulary lets the sorting become exact. A material scarcity is a shortage of the resource itself. A designed or habitual scarcity is very often a failure of conversion — the resource is there, and something in the arrangement keeps it from becoming a life.

Wealth as a verb

Santa Anna's version of the same move is written in a different register, closer to ecology than to welfare economics. In *Scarcity Is a Design Choice*, the short companion to the book, he describes wealth by what it does rather than what it holds:

> *Wealth is not storage. Wealth is radiance. A battery that never discharges is a paperweight.*[41]

The image is deliberately physical. A battery's value is in its discharge. A store of wealth that never converts into anyone's doing or being is, in Sen's terms, a resource with no functioning attached. In the same passage, Santa Anna draws the conclusion that would serve as a one-line summary of the capability approach: "To stop pretending that wealth is a thing you own and recognize it as a condition you participate in."[41]

A few pages earlier, the same book puts the point about value itself in two short sentences:

> *Value does not live in inventory. It blooms in relation.*[42]

Value emerges, he continues, "when care meets need, when knowledge meets context, when reciprocity meets time."[42] Read beside Sen, that list is a list of conversion factors. Care is a resource until it meets a need; knowledge is a resource until it meets a context in which it can be used. The meeting is where the functioning happens.

The living-systems reading adds something Sen did not set out to provide: a picture of movement. In a living system nothing is valued in isolation. A nutrient matters because of where it flows; a tree, because of what it feeds and shelters; a wetland, because of what it filters. The book makes the economic version of this observation in a sentence about measurement:

> *everything that cannot be priced disappears from the ledger. And then, gradually, it disappears from reality.*[43]

That sentence is the capability approach's warning about income, stated as an ecologist would state it. What a ledger cannot see, it cannot protect. A city that measures only output will not notice it is losing the conversion factors — the safe streets, the public library, the bus that runs on Sunday — that turned its residents' incomes into lives. Output can rise while capability falls. Sen's work on famines, in which people starved in regions that had food because their entitlements to it collapsed, is the extreme case of the same pattern. Chapter 5 follows the sentence into a firm's accounts, where most of what produces value is never written down as an asset at all.

This is where the house's lens is most useful: it treats conversion factors not as fixed conditions but as parts of a system that can be tended. In the *High Frequency Workbook*, a practical companion in the house's canon, Santa Anna describes a household's money as "a financial ecology", the living system of where money comes from, where it goes, "what it nourishes, and what it starves", and adds: "Like any ecology, it can be either regenerative or extractive."[44] A regenerative household ecology is one in which money converts into capabilities that in turn make more of the household's life possible. An extractive one is one in which money leaves, often on habit, and converts into little.



The vitality map

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER FOUR

The vitality map

The Luminous 100, the house's reading of a hundred classical frameworks, includes an upgrade of the Wheel of Life — the coaching exercise in which a person rates their satisfaction across eight or so domains of life and draws the result as a wheel. The standard use of the wheel is to find the low scores and work on them. The upgrade turns the exercise around, recasting the wheel from "a deficit-locator ("which domains are low?") into a vitality map", and asking first: "Where is your life most alive?"[45] It follows with a second

question that a household can actually answer: "What domains carry the most energy, meaning, and flow?"[45]

It also treats the domains as connected rather than separate. They are "organs of a single living system", and the work is to let the vitality in the strong domains "circulate into the ones that feel depleted".[45]

Set this beside Sen and something practical appears. The Wheel of Life, in its standard form, measures functionings — how things are going — and invites more effort where they are going badly. A capability reading asks a further question of each low score: is the person not choosing this functioning, or is something converting their resources poorly? A low score in health might be a choice, a season of other priorities. It might be a conversion failure: a commute that leaves no time to cook, a gym whose hours never match a shift. The response to the first is respect. The response to the second is redesign.



The firm as a set of capabilities

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER FOUR

The firm as a set of capabilities

The same upgrade logic appears in the Luminous 100's reading of the Balanced Scorecard, which describes the scorecard's four perspectives not as a chain of causes but as "a living circulatory system where the four perspectives are organs whose health and interconnection determine organizational vitality".[46] For a leader, that is the capability approach applied to a firm.

Revenue is a resource. The firm's capability is what that revenue can be converted into: the products it can make, the people it can develop, the problems it can take on. The conversion factors are its processes, its trust, its knowledge and its rules. An organisation can be resource-rich and capability-poor, and many are.

Santa Anna is pointed about the habit of mind that hides this. In the section of *Ecstatic Economics* on the vitality-centred workplace, he reads the phrase "human resources" as a confession. People in that view, he writes, are counted as a stock:

> *They are resources — inputs in a production function, costs to be managed, assets to be optimized.*[47]

The capability approach answers the confession directly. A person in a firm is not a resource to be converted; a person is the one whose doings and beings the conversion is for, and also, very often, the conversion factor itself. A senior engineer who teaches is how a training budget becomes skill. A manager who protects four unbroken hours a day is how a salary becomes a finished design. Count only the inputs and the firm will never see what its people make possible.

Abundance, measured this way, shifts its meaning. In commodity terms it is a quantity: more goods per person. Keynes forecast it in those terms, and in the richest countries it largely arrived. In capability terms it is a range: the set of lives a person can actually choose among, or the set of things a team can actually take on. The two can come apart. A household can have more commodities than its grandparents and a narrower range of lives, because the conversion factors — time, proximity, trust, a shared table — have been designed out. A firm can double its budget and do no more than it did, because the budget arrives into the same three approvals and the same meeting that eats every Tuesday.

This is what Santa Anna means when he writes, in the book's opening, that "The crisis isn't that we lack resources."[48] The resources are there. What is in question is the conversion, and conversion is, to a large degree, designed: by the layout of a town, the schedule of a workplace, the rules of a market, the habits of a household. It is in this sense, and only this sense, that the book claims scarcity is a design choice. Nobody designed the water table. Someone designed the bus timetable, the opening hours, the lease and the shift pattern.

The finer points, for a leader

Three practices follow directly, and each is set out more fully in the field manual of chapter 8.

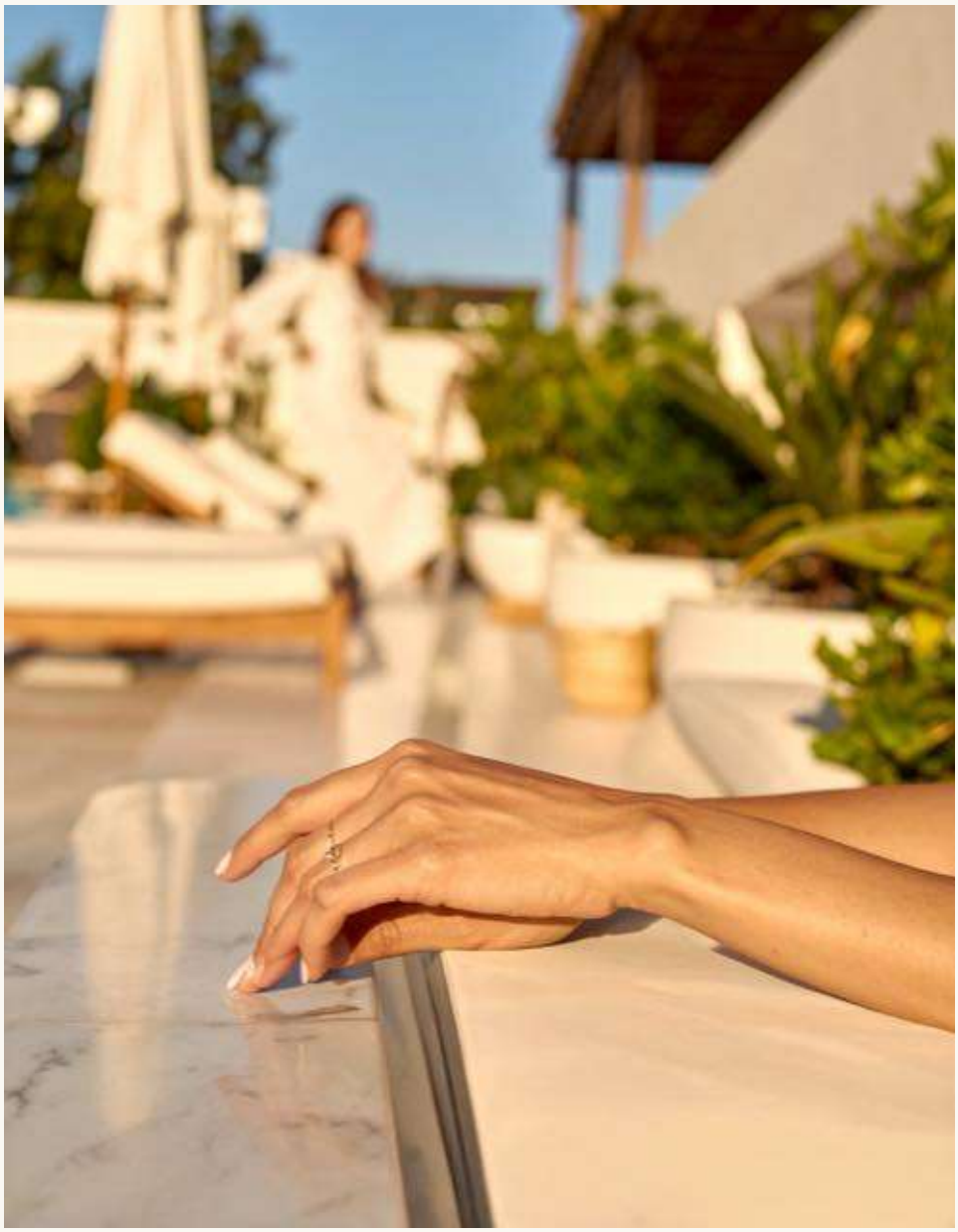
Measure a capability, not only a resource. A training budget is a resource. The capability is the number of people who can now do something they could not do a year ago, and how many of them are actually doing it. The *Alpha OKR* instrument is built to check that a measure tracks an outcome rather than an activity; a

capability is the outcome. Chapter 9 returns to this when it asks how a leader can know that any of the work has made a difference.

Look for the conversion failure before adding resources. If a team is not delivering, the first question is not whether it needs more people or money. It is whether something converts the people and money it has poorly: a process that wastes half a week, a rule that needs three approvals, a meeting rhythm that leaves no unbroken hours. Adding resources to a conversion failure tends to feed the failure.

Treat the capability set as the firm's real balance sheet. Chapter 5 works this through the intangible economy, where the conversion factors — method, knowledge, trust — are most of what a modern firm owns, and where the official accounts see almost none of it.

Two other books in this series come at the same ground from neighbouring directions. Raworth's doughnut, which *Ecstatic Economics* builds on, is read in full in , the book on the economy inside the biosphere. Polanyi's argument that markets are embedded in social life — the capability approach's argument about conversion, made at the scale of a whole society — is read in .



One household, mapped

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER FOUR

One household, mapped

A worked example makes the distinction between a chosen gap and a blocked one easier to hold. The household that follows is a composite, labelled as one, built for teaching; its details were set by the writer, and it does not describe a real family.

Two adults and a ten-year-old live forty minutes by train from the city where both adults work. Their combined income is comfortable by the standards of their region. Asked where life is most alive, both adults

name the same thing first: Saturday mornings at the market, where the child knows the stallholders by name. Asked about health, both score it low. Asked about learning, one adult scores it high, the other low.

The standard Wheel of Life would send them to the gym and to an evening class. A capability reading asks why the scores are low before prescribing effort. The health gap turns out to be blocked, not chosen: both adults would cook more and walk more, and their train timetable means neither is home before seven on four nights a week. The conversion factor is the commute, set partly by the house they chose and partly by an employer's insistence on the same five days in the office. The learning gap for the second adult turns out to be chosen: a season of caring for a parent, with no wish to add anything to it.

The household's response follows the map. The chosen gap is left alone and named as a choice, which, in the composite, the adult in question finds a relief in itself. The blocked gap is examined for the part the household designed. It cannot move house this year. It can ask for one day a week at home, which one of the two employers grants. It can move the cooking to the Saturday market, where the most alive hour of the week already happens, and cook for four nights at once. The resource did not change. The conversion did.

Nothing in this composite proves that such changes improve a household's well-being. It shows only how the map sorts a problem into three kinds: the kind that needs effort, the kind that needs respect, and the kind that needs redesign. Those are three different answers, and the commonest mistake, in households and firms alike, is to give the first answer to all three. Chapter 11 follows a household of this kind across a whole year, and the tool below is where the sorting starts.

The shirt, again

The linen shirt was never really about linen. It was about a man walking into a town square and being taken as one of its own. Smith saw that the price of that walk was set by the town. Sen saw that the walk itself was the thing to measure.

Santa Anna's question — how alive people feel in the economy being made — asks for one more thing: that the walk be not only possible but easy, and that the man arriving in the square find something there worth staying for. In that square, on a market morning, the shirt is a detail. The capability is the man's ease, and the light falls on it.



The Tool: The Capability Map

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER FOUR

The Tool: The Capability Map

For a household or a team of up to twelve. One sheet, ninety minutes the first time, thirty minutes each quarter after.

1 · Name six to eight domains. For a household: home, work, health, learning, close relationships, community, rest, money. For a team: the work itself, skill, collaboration, the people it serves, the tools, rest and pace, money, standing in the wider organisation. Use your own names.

2 · For each domain, fill one row.

DOMAIN	WHERE IT IS MOST ALIVE NOW (ONE LINE)	WHAT WE ARE ABLE TO DO AND BE HERE (CAPABILITY)	WHAT WE ACTUALLY DO AND ARE (FUNCTIONING)	MAIN RESOURCE IT DRAWS ON	MAIN CONVERSION FACTOR HELPING	MAIN CONVERSION FACTOR BLOCKING

Fill the "most alive" column first, for every domain, before any other column. This is the vitality map's order.

3 · Mark each gap between capability and functioning.

- C (chosen): we could, and we choose not to, this season. Leave it, and write that it is a choice.
- B (blocked): we would, and something converts our resources poorly. Go to step 4.

4 · For each B, classify the blocking factor. These match the four kinds of chapter 1.

- Material: a physical limit — distance, health, a fixed sum.
- Designed, ours: a rule, schedule or contract we set and can change.
- Designed, theirs: a rule set by an employer, landlord, institution or market that we can raise, negotiate or route around, but not change alone.
- Habitual: a pattern that has outlived its cause and that everybody keeps — the way the week has always run.

5 · Choose one B in the "designed, ours" or "habitual" class. Write the one change that would improve its conversion, who will make it, and by when. One only.

6 · Choose one strong domain and name how its vitality could reach a weaker one. For example: the evening walk that is already the best hour of the day becomes the place where the money conversation happens.

7 · Date the sheet. In a quarter, re-fill steps 2 and 3 only, and compare. The measure is the number of B gaps that have become C or closed — not the number of resources added. Chapter 9's Prediction Register shows how to write down, before the quarter starts, what you expect to change.

A note on method

The household in this chapter is a composite built for teaching. It is not a real family; its details were set by the writer to show how the map sorts a gap, not to report what happened to anyone.

CHAPTER FIVE

The Balance Sheet Cannot See



The Balance Sheet Cannot See

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER FIVE

The studio with nothing on its books

The studio in this chapter is a composite, built for teaching from the shape of many small professional firms. It is not a real company, and every figure in it was set by the writer to make the arithmetic clear. It is a landscape architecture practice of twenty-eight people in a mid-sized city. It designs public parks, school grounds and the gardens of a few large private houses. It has been profitable for eleven years.

Ask its accountant what the studio owns, and the answer takes under a minute. Twenty-eight workstations and their screens, a large-format printer, a model-making room, a modest vehicle, the fit-out of a leased floor. On the balance sheet, after depreciation, the tangible assets come to a little over $310,000. The studio's revenue last year was $4,200,000.

Ask one of its two founding partners what the studio owns, and the answer takes an afternoon. A planting library of some four thousand species records, built over eleven years, noting which plants survived which soils and which winters on which of its sites. A set of detailing standards for paths, drainage and play equipment that its junior designers can use without starting from nothing. Relationships with three municipal parks departments that call the studio first. A reputation, in the region, for schoolyards that children use. A way of running a design review that takes a scheme from sketch to permit in about two thirds of the time it used to. Six designers who can each lead a project.

None of that is on the balance sheet. Almost all of it is why the studio exists.

Chapters 2 to 4 argued that a large share of the scarcity a well-resourced household or firm lives inside is designed rather than material, and that the useful measure of wealth is what resources can be converted into. This chapter works that argument where it is most concrete: in the intangible economy, where knowledge, relationships and method are most of the capital, where they can be copied without being used up, and where they are nonetheless very often made scarce.

What the research counts

For most of the twentieth century, national accounts and company accounts treated spending on knowledge as a cost of the year in which it was spent. A machine was an investment; the training that taught someone to run it was an expense. In 2009 Carol Corrado, Charles Hulten and Daniel Sichel published, in the *Review of Income and Wealth*, the study that did most to change that habit.[42] They proposed treating business spending on intangibles as investment, and grouped it into three broad classes:

- Computerised information: software and databases.
- Innovative property: scientific research and development, but also design, new product development in services, artistic originals and mineral exploration.
- Economic competencies: brand, the firm-specific training of its people, and organisational capital — the investment in how the firm is run.

The figures are large, and they are theirs. Drawing on their own earlier work, the authors write that business investment in intangibles in the United States was "approximately one trillion dollars in 1999, an amount that is roughly the same as investment in tangible capital at that time".[49] Their abstract estimates that, as of 2003, "as much as $800 billion is still excluded from U.S. published data", and that more than $3 trillion of business intangible capital stock was missing from the official accounts.[49] And when intangibles are counted, the story of American growth changes shape. Capital deepening — more capital behind each hour of work — becomes the dominant source of growth in labour productivity, and the share left over for multifactor productivity, the residual economists once read as the measure of pure progress, shrinks.[49]

That last finding matters for this book. A great deal of what used to look like unexplained abundance, growth arriving from nowhere, turns out to have been investment that nobody was writing down. The abundance was being built on purpose. It simply did not appear on any ledger.

The estimates rest on assumptions about what share of each kind of spending creates lasting value and how fast that value wears out, and they describe a national economy, not a firm. A reader can take the direction and rough scale as secure. The study cannot say what any single firm owns.

Jonathan Haskel and Stian Westlake built on this work in *Capitalism without Capital* (2018), and gave the economy it described a vocabulary that has stuck.[50] Intangible investments, they argued, tend to share four properties:

- Scalability. A design standard, once written, can be used on one project or a thousand.
- Sunkenness. If the firm fails, its intangibles are hard to sell. Nobody buys a training programme out of a bankruptcy.
- Spillovers. Others can benefit from them: a competitor hires a designer, a client copies a detail.
- Synergies. Intangibles are worth more in combination: a planting library is worth more beside a detailing standard and a design review that uses both.

These four properties are the economic form of the distinction chapter 3 drew between copying and creating. An intangible is costly to create, cheap to copy, hard to sell, easy to leak and most valuable when joined to others. That combination makes it the place where the question of designed scarcity is sharpest. A firm can make its knowledge abundant inside its own walls, or it can keep it scarce — and it is often the second that happens, by accident.

Ammanuel Santa Anna's *Ecstatic Economics* names the blind spot in the accounts plainly. In standard economic accounting, he writes, "a forest has value only when it's cut down."[51] The studio's planting library is a small forest of the same kind. It has a value on the day it is sold, if anybody would buy it, and none on the days it is quietly doing the work.

And in a short book on Elinor Ostrom, Santa Anna states the general principle in a sentence the studio's partners might pin above the model room:

> *Scarcity is a policy choice. So is abundance.*[52]

In a firm, the policies are mostly unwritten. They live in where files are kept, who may change a standard, how a junior learns, and what happens to a lesson when the person who learned it leaves.

Counting the studio's intangible investment

The finer point of applying the research is that a firm's intangible investment is hidden inside its costs. It has to be found line by line. The studio's partners did this over two afternoons with last year's accounts and timesheets. The figures below are the composite's, set by the writer, and each says where it came from inside the story.

Computerised information. Software licences for design, mapping and rendering, $84,000. The species database's hosting and a part-time contractor who maintains it, $36,000. Total, $120,000. *Source in the composite: the accounts' software and contractor lines.*

Innovative property. The studio has no research department, but its timesheets show designers spending time on work that is not billed to a client and creates something lasting: updating the planting library after site visits, testing new details, writing up a finished project's lessons. Across the year that came to about 4,100 hours. At the studio's average fully loaded cost of $68 an hour, that is $278,800. *Source in the composite: timesheet codes for non-billable library, standards and review work, multiplied by the average cost per hour from payroll.*

Economic competencies. External training and conference fees, $41,000. The senior designers' mentoring time, coded on timesheets, about 1,250 hours, at a senior fully loaded cost of $92 an hour: $115,000. Work on the studio's website, award submissions and published case studies, $22,000. Total, $178,000. *Source in the composite: training and marketing lines in the accounts, mentoring code on timesheets.*

The studio's total intangible investment for the year, on this count, is $120,000 + $278,800 + $178,000 = $576,800. Its tangible investment that year — a printer replacement and three new workstations — was $46,000.

On this reckoning the studio invests more than twelve times as much in what it cannot see as in what it can. Its profit and loss account treats all $576,800 as a cost of last year. Its balance sheet will never show it. This is not an accounting error; the standards for small firms are what they are, and there are good reasons for caution in capitalising spending whose value is uncertain. But it means the studio's own documents describe a firm that owns $310,000 of things and spends a great deal of money on nothing. The truer description is a firm that has spent eleven years building a stock of knowledge, method and trust, and spends $576,800 a year maintaining and adding to it.

The studio is, in miniature, the economy Corrado, Hulten and Sichel measured: roughly as much investment going into the invisible as into the visible, or, in this composite, a good deal more.



Where the scarcity was designed in

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER FIVE

Where the scarcity was designed in

Once the investment was counted, the partners asked where its value was getting stuck. They found four places, one for each of Haskel and Westlake's properties, and in each the scarcity turned out to be a design.

Scalability, blocked. The planting library could serve every project. In practice it served about half, because it was kept in a format only four people knew how to search, and the other designers asked one of the four. Each question cost a senior designer a few minutes and a junior designer an afternoon of waiting. The library was abundant. Access to it had been made scarce by a format chosen eleven years earlier.

Sunkenness, unprotected. About a third of the studio's detailing standards existed only in the habits of its longest-serving project leader. If she left, they would leave with her and could not be bought back. The investment was real and entirely sunk, and it was concentrated in one person.

Spillovers, mostly outward. The studio's best lessons from finished parks were written up for award submissions, which competitors read, but not for its own juniors, who did not. Knowledge leaked out more readily than it circulated in.

Synergies, unused. The design review, the planting library and the detailing standards were each strong. They were not connected. A review would recommend a planting change without checking the library's survival records for that soil.

Scarcity Is a Design Choice has a sentence for the studio's position:

> *Value does not live in inventory. It blooms in relation.*[53]

The studio's value was in inventory — four thousand records, a third of its standards in one head — and it had not yet been allowed to bloom in relation. The knowledge was abundant. The meetings between knowledge and the people who needed it were scarce, and somebody had designed them that way, without meaning to.



Designing it out

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER FIVE

Designing it out

The changes the partners made were small, and the smallness is the point. Santa Anna's book closes one of its practical chapters with an instruction that suits a firm as well as a person: the first step is "Not a grand transformation, but a seed — something small enough to start this week."[54]

For scalability: a junior designer and the database contractor spent three weeks rebuilding the library's search, so that anyone could query it by soil, exposure and site. Cost, in the composite, about $9,000 of time. The senior designers' "can you look this up" interruptions, which the timesheets suggested had cost

around 300 senior hours a year, were the expected saving. The partners wrote that expectation down before the change, as a prediction to test, not as a result. Chapter 9 sets out how to keep such predictions honest.

For sunkenness: the longest-serving project leader was given a protected half-day a week for a year to write the standards she carried into the shared set, with a junior designer as her second. The cost is real, about $24,000 of her time. It turns a sunk, single-person investment into a shared one, and it was offered to her not as succession planning but as authorship.

For spillovers: every award submission now has an internal version, written first, for the studio's own people, with the lessons the external version leaves out.

For synergies: the design review's checklist gained one line: check the planting library for the site's soil before recommending a planting change.

None of this required new capital. All of it required noticing that the scarcity lay in the policies, not in the knowledge. The *Complete Field Guide* to *Ecstatic Economics* offers the measure the partners should now keep: "Measure how fast knowledge composts into practice."[55] The same passage gives the reason: "When your metrics reward circulation over capture, the algorithm flips."[55]

The house's instruments for the same work at larger scale are *Alpha Value Chain*, which shows where in a firm's activities value is created and lost, and *Alpha VRIO*, which asks which of a firm's resources are valuable, rare, hard to imitate and organised to capture value. The studio's planting library passed the first three of those tests and failed the fourth until the search was rebuilt. Chapter 6 follows two large firms that made the opposite choice in public, opening a library of patents to anyone who wanted to use it.

What this case cannot show should be said plainly. It is a composite. Its figures illustrate a method of counting, not a finding about landscape practices or about whether such changes pay. The research it draws on measures intangible investment across a national economy, not the result of opening up one firm's library. A real firm doing this exercise should write its predictions down first and check them after a year.



The household's intangibles

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER FIVE

The household's intangibles

The same counting works at home, and it is often more revealing there, because a household has no accountant to ask.

A household's tangible assets are its home, if owned, its car, its savings, its furniture. Its intangible stock is larger and harder to see: the skills of each adult and how current they are, the health habits that keep a body working, the relationships that would carry the family through a hard month, the knowledge of how

to cook from what is in season, a shared rhythm that makes the week run. Each is costly to create, often cheap to share, impossible to sell, and subject to its own designed scarcities.

The finer points are the studio's, made smaller.

Find the hidden investment. The evening course, the hour spent teaching a child to cook, the call to an old friend: these are recorded, if at all, as costs or lost time. Name them as investment in the household's capability, which is what chapter 4 argued they are.

Find where it is locked in one person. In many households one adult holds all the knowledge of the money, or the medical history, or the family's arrangements. That is the studio's sunk standard in domestic form, and the weekly money hour of chapter 11 is the household's version of the protected half-day. The *High Frequency Workbook* puts the right question for that hour plainly: "What does my money need from me this week?"[56]

Let it circulate. Skills shared with neighbours, tools lent along a street, a meal cooked for two households: these are the intangible economy's spillovers turned inward on purpose. , the series book on gift and reciprocity, reads why such exchanges build a trust that a purely priced exchange does not, and reads Brian Arthur's account of why knowledge, once it begins to accumulate, tends to compound.

A library, open

A year after the search was rebuilt, a second-year designer at the studio stands at the model-room table at seven in the evening, a soil report from a new schoolyard in one hand. She types three words into the library and reads, in a note written by a partner nine winters ago, which shrubs died on the clay two streets away and which came back in spring. She does not have to ask anyone. The knowledge was always there. What changed is that the door to it was redrawn to open from her side.



The Tool: The Intangible Inventory

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER FIVE

The Tool: The Intangible Inventory

For a firm of any size, or a household. Two sittings of two hours, with last year's accounts and, for a firm, timesheets or a fair estimate of time.

1 · Count the tangible investment. Last year's spending on things you can touch that will last more than a year. One figure: $

2 · Count the intangible investment, by class. For each line, write the figure and where it came from.

CLASS	WHAT TO LOOK FOR	FIGURE	SOURCE
Computerised information	Software, data, the time spent maintaining them		
Innovative property	Unbilled time spent creating something lasting: designs, methods, libraries, tested improvements. For a household: learning a craft, building a repertoire		
Economic competencies	Training, mentoring time, reputation work, time spent improving how things are run. For a household: courses, teaching children, maintaining relationships		
Total			

Time is costed at a fair hourly figure: for a firm, the fully loaded cost from payroll; for a household, whatever hourly figure you choose, written down.

3 · Write the ratio. Intangible investment ÷ tangible investment = . Note it; do not judge it yet. For orientation only: Corrado, Hulten and Sichel found the two roughly equal across U.S. business at the end of the 1990s. Your own ratio is a fact about you, not a score against them.

4 · Run the four questions on your three most valuable intangibles.

INTANGIBLE	SCALABLE: WHO COULD USE IT WHO DOES NOT?	SUNK: IS IT HELD BY ONE PERSON?	SPILLOVERS: DOES IT LEAK OUT FASTER THAN IT CIRCULATES IN?	SYNERGIES: WHICH OTHER INTANGIBLE SHOULD IT BE JOINED TO?

5 · For each named gap, write the policy that creates the scarcity. A file format, a habit, a rule about who may change something, a missing hour. One phrase each.

6 · Choose one change, the seed. Small enough to start this week. Write the change, who owns it, the cost in money or hours, and the prediction of what it will save or make possible within a year. Enter the prediction in chapter 9's Prediction Register.

7 · In a year, re-count steps 2 and 4 and check the prediction. Keep both sheets.

A note on method

The studio in this chapter is a composite built for teaching. It is not a real firm; all its figures were set by the writer, and their sources are named inside the story only to show how a real firm would find them.

A NOTE FROM THE HOUSE

An intangible held by one person, or one that leaks out faster than it circulates in, is scarcity a firm has drawn for itself. Redrawing it is the work of a gainshare: the gain counted from records already kept, and shared. Luminous Prosperity Inc. does this inside organisations, for a share of what is found.

REQUEST A CONVERSATION

CHAPTER SIX

Opening the Library



Opening the Library

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER SIX

A wall in a lobby

On 12 June 2014 the chief executive of a young car company published a short post on its blog. It began with a piece of furniture. "Yesterday, there was a wall of Tesla patents in the lobby of our Palo Alto headquarters," Elon Musk wrote. "That is no longer the case."[57]

The title of the post was a joke borrowed from a mistranslated video game, "All Our Patent Are Belong To You", and the grammar in it was deliberate. The substance was not a joke. Tesla, the post said, "will not initiate patent lawsuits against anyone who, in good faith, wants to use our technology."[57]

Five years later, on 3 April 2019, a much older and much larger car company made a move of a different shape. Toyota Motor Corporation announced from Toyota City that it would grant royalty-free licences on "nearly 24,000 patents it holds (including some pending applications) for vehicle electrification-related technologies", and that it would sell technical support to other manufacturers who used its systems.[58]

Two firms, two continents, two very different legal instruments. Both did something that the textbook account of a firm says a firm should not do. They took knowledge they had paid a great deal to make scarce, and they made it less scarce on purpose.

This chapter reads those two decisions closely. It reads them through the four properties of intangible investment that chapter 5 introduced, and through the house's claim that much of the scarcity a well-resourced firm lives inside is designed. It also says plainly what the public record does not show, which is a good deal. Neither company has published how many others took up the offer, and neither has published what the decision did to its own profit. The cases are useful for their shape, not for a result.

What a patent is, in this book's terms

A patent is a fence put up around something that would otherwise have none.

An idea, once stated, can be used by a second person without being taken from the first. Economists call this non-rivalry, and Paul Romer's 1990 paper on endogenous growth made it the centre of an account of why economies grow at all.[59] A patent answers the question non-rivalry raises. If anyone can use an invention the moment it is published, who will pay to make one? The answer the law gives is a temporary right to exclude: for a period, the inventor may stop others from using it, and may charge for permission.

In the language of chapter 1, a patent is the clearest example there is of designed scarcity. Nothing about the knowledge itself is scarce. The scarcity is written into law, by people, for a purpose that is often a good one. A fence around a field can protect a harvest. It can also keep a field fallow that would have fed a village.

Ammanuel Santa Anna's short book *Scarcity Is a Design Choice* states the house's position in two sentences that this chapter will keep returning to:

> *Scarcity thrives on fences. Abundance thrives on gates that swing both ways.*[60]

The sentence does not say that fences are wrong. It says what each arrangement favours. The two cases below are two different gates, and the difference between them is the most useful thing in the chapter.

Tesla, 2014: a pledge not to sue

Read the post first, then the legal page, because they are not the same document.

The post gives the reasons in Musk's own words. "Tesla Motors was created to accelerate the advent of sustainable transport," he wrote. "If we clear a path to the creation of compelling electric vehicles, but then lay intellectual property landmines behind us to inhibit others, we are acting in a manner contrary to that goal."[57]

He then explains why the patents had been taken out at all. The company had feared that "the big car companies would copy our technology and then use their massive manufacturing, sales and marketing power to overwhelm Tesla." His verdict on that fear is blunt: "We couldn't have been more wrong." Electric programmes at the major manufacturers, he wrote, were "small to non-existent, constituting an average of far less than 1% of their total vehicle sales."[57] That figure is Musk's characterisation in a blog post, not a measured statistic with a source, and it should be read as such.

The argument that follows is the one that matters for this book. "Our true competition is not the small trickle of non-Tesla electric cars being produced," the post says, "but rather the enormous flood of gasoline cars pouring out of the world's factories every day." And then the claim about where advantage actually lives: "Technology leadership is not defined by patents, which history has repeatedly shown to be small protection indeed against a determined competitor, but rather by the ability of a company to attract and motivate the world's most talented engineers."[57]

That is an argument about intangibles, made by a chief executive in plain language. The patent was the visible asset. The thing he believed created value was a capability in people, which no patent wall can hold.

The legal page tells you what was actually given. Tesla's published pledge reads: "Tesla irrevocably pledges that it will not initiate a lawsuit against any party for infringing a Tesla Patent through activity relating to electric vehicles or related equipment for so long as such party is acting in good faith."[61]

Everything turns on the definition of good faith. A party is acting in good faith, the page says, so long as it and its affiliates have not asserted patents or other intellectual property against Tesla, or patents against a third party over electric-vehicle technology; have not challenged a Tesla patent; and have not "marketed or sold any knock-off product".[61] The page is also careful about what the pledge is not. It "is not a waiver of any patent claims", "is not a license, covenant not to sue, or authorization to engage in patented activities",

and it is described as a "standstill": a forbearance of enforcement that lasts only as long as the other party keeps the conditions.[61]

So the gate Tesla built swings one way at a time, and it is attached to a tripwire. Anyone may walk through. Anyone who then sues Tesla over patents, or challenges a Tesla patent, finds the gate shut behind them. One reasonable reading makes the pledge as much a defensive arrangement as a gift: it discourages the very lawsuits a small company most fears. That reading and Musk's stated reasons are not in conflict. A gate can be generous and prudent at once.



Toyota, 2019: a licence, with a price beside it

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Toyota, 2019: a licence, with a price beside it

Toyota's release reads like the work of a different institution, which it is.

The count is precise. "Toyota will offer approximately 23,740 patents awarded over more than 20 years of electrified vehicle technology development," the release says, and it gives the breakdown: approximately 2,590 patents related to electric motors, 2,020 related to power control units, 7,550 related to system controls, 1,320 engine transaxle patents, 2,200 charger patents and 2,380 fuel cell patents.[58] The fuel cell patents add to 5,680 that Toyota had already offered royalty-free from January 2015, bringing that family to 8,060.[58]

The term is fixed. "The grant period will start immediately and last through the end of 2030."[58] It is the same year that Keynes put at the top of his letter, which chapter 1 and chapter 2 open on, though nothing in Toyota's release suggests the date was chosen for that reason. It was the end of Toyota's own published sales plan for electrified vehicles, which the release names.[58]

The method is a conversation, not a broadcast. "Contracts for the grants may be issued by contacting Toyota and discussing specific licensing terms and conditions."[58] Royalty-free does not mean term-free. A firm wanting the patents must ask, and the terms are agreed one firm at a time.

And beside the free licence sits a paid service. Toyota said it would "provide fee-based technical support to other manufacturers developing and selling electrified vehicles when they use Toyota's motors, batteries, PCUs, control ECUs, and other vehicle electrification system technologies as part of their powertrain systems."[58]

The executive who announced it, Shigeki Terashi, Member of the Board and Executive Vice President, gave the reason as demand already in the building: "Based on the high volume of inquiries we receive about our vehicle electrification systems from companies that recognize a need to popularize hybrid and other electrified vehicle technologies, we believe that now is the time for cooperation." And the larger aim: "If the number of electrified vehicles accelerates significantly in the next 10 years, they will become standard, and we hope to play a role in supporting that process."[58]

Put the two halves together and the design becomes visible. The patents were made free to read and use. The know-how needed to use them well — the parts, the integration, the twenty years of tacit engineering that no patent document contains — was kept, and offered for a fee. Toyota opened the library and stayed on as the librarian, and the librarian is paid.



The two gates, side by side

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER SIX

The two gates, side by side

It helps to set the two decisions out plainly, because they are often spoken of as if they were the same act.

	TESLA, JUNE 2014	TOYOTA, APRIL 2019
Instrument	A unilateral pledge not to sue; "not a license"	Royalty-free licences, by contract
Scope	All Tesla patents, for activity relating to electric vehicles or related equipment	Approximately 23,740 electrification patents, listed by category

	TESLA, JUNE 2014	TOYOTA, APRIL 2019
Duration	Described as irrevocable, for as long as the user acts in good faith	Immediately through the end of 2030
How a firm takes it up	No application; it simply uses the technology	Contacts Toyota and agrees terms
Condition	No patent suits against Tesla, no challenges to its patents, no knock-offs	Terms agreed case by case
What is sold beside it	Nothing named in the pledge	Fee-based technical support
Stated reason	Grow the electric-vehicle market; advantage lies in engineers, not patents	High volume of inquiries; help electrified vehicles become standard

The figures and words in the table are taken from the two companies' own documents.[5][7][5][8][6][1] What the table shows is that "opening the patents" names at least two quite different designs. One removes a threat and asks for nothing except restraint. The other grants a right, asks for a conversation, and sells the help.

Reading them through the four properties

Chapter 5 set out the four properties that Jonathan Haskel and Stian Westlake, in *Capitalism without Capital*, argue intangible investments tend to share: scalability, sunkenness, spillovers and synergies.[62] They were introduced there as a way to see where a firm's knowledge is stuck. They read these two cases well.

Scalability. A patent document can be used by one firm or by a thousand at no extra cost to its owner. While it is fenced, its scale is limited by the number of licences the owner chooses to negotiate. Both firms, in different degrees, let the scale of their documented knowledge rise towards its natural ceiling. Tesla removed the limit without a negotiation. Toyota kept a negotiation but removed the price.

Sunkenness. Haskel and Westlake note that intangibles are hard to sell if a firm fails. Patents are the exception that proves the rule, because they are among the few intangibles with a market: they can be licensed, sold and litigated. Both firms gave up some of that resale value. Toyota capped what it gave up with a date. Tesla, by its own account, gave it up for as long as the other party behaves. What neither gave up was the deeper sunk investment, the engineering capability held in people, which is the part that cannot be sold in any case.

Spillovers. Spillovers are the benefits others take from your investment. Most firms work to reduce them. These two firms invited them, on the reasoning that a larger market for electric and hybrid vehicles was worth more to them than the rent their patents could collect. That reasoning is stated in both documents. Whether it was correct is not shown in either.

Synergies. Intangibles are worth more in combination. This is where Toyota's design is the more instructive of the two. A patent is worth more beside the parts it describes, the engineer who has built it a thousand times, and the supplier relationships that make it cheap. Toyota gave away the patent and sold the combination. The free asset raises demand for the paid one. Tesla's post makes the same point from the other side: if technology leadership lives in "the ability of a company to attract and motivate the world's most talented engineers", then the patent was never the valuable half of the pair.[57]

Santa Anna's essay on the commons puts the underlying idea in a single line:

> *Value doesn't sit in objects; it emerges from the relationships between them.*[63]

Read with that sentence in mind, both decisions look less like charity and more like a correct reading of where the value already was.

What the record does not show

The cases are often told with endings. The public record does not supply them, and this book will not invent one.

Uptake is not published. Neither company's announcement, nor any later primary document found for this chapter, gives a count of how many firms used the Tesla pledge or signed a Toyota licence. Press reports over the years have named individual firms and offered estimates. None has been verified here against a company record, and none is repeated.

The effect on profit is not known. No accounts published by either company separate the effect of the decision from everything else that happened to them. Tesla's growth after 2014 and Toyota's hybrid sales after 2019 have many causes, and a reader who credits either to the patent decision is telling a story the data does not tell.

The counterfactual is invisible. The question that matters, what would have happened without the decision, cannot be answered from two cases. A firm that opens its patents is already a firm that believes its advantage lies elsewhere; the belief and the decision arrive together.

The motive is mixed, and that is fine. Both documents give public-spirited reasons, and both decisions also served the firms' interests. Chapter 3 described abundance language that asks more of people for less. These are not cases of that kind. A decision can be good for the world and good for the firm at once, which is what the house would expect when knowledge is non-rival.

Santa Anna names the larger habit these firms stepped outside of, in *Ecstatic Economics*:

> *It elevates scarcity to an ontological principle and then builds an entire civilization on that foundation.*[64]

The two cases are small acts against that principle, made by firms whose engineers had reason to know which of their scarcities were real.



What this means for a firm that holds no patents

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What this means for a firm that holds no patents

Most readers of this book do not hold twenty-three thousand patents. Most do hold a library. It is made of procedures, templates, client lessons, internal tools, training material and the habits of their longest-

serving people. Chapter 5's Intangible Inventory was a way of listing it. This chapter asks a narrower question of each item on that list: who is it fenced from, and does the fence still earn its keep?

The finer points of implementation come from the two designs.

Separate the document from the know-how. Toyota's move works because a patent and the ability to use it are different things. The same is usually true inside a firm. A written procedure can be shared widely at almost no risk; the judgement of the person who wrote it cannot be shared that way at all. Open the first. Pay, protect and develop the second.

Choose the gate's shape before opening it. A pledge, a licence and a free-for-all are three different designs. Decide which one you are building. Is there a condition, as Tesla's good-faith clause was a condition? Is there a date, as 2030 was a date? Is there a conversation, as Toyota's contracts were a conversation? A gate with no stated shape tends to become one nobody trusts.

Name what you will sell beside it. Where opening a library raises demand for something you still provide, say so. Toyota did, in the same release. It makes the decision legible to a finance committee, and it keeps the gift honest by not pretending it is costless.

Start inside the firm. Most designed scarcity in a firm is internal: one team's tool fenced from another, one office's lessons never reaching the next. Opening the library to your own people 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.

Write down what you expect, before you do it. Neither case published a prediction, and so neither can be judged against one. A firm that writes down in advance what it expects to change — fewer repeated questions, faster onboarding, more use of a tool — gives itself a way to know. Chapter 9 is about this discipline in full.

The same reasoning works at a kitchen table. A household's library is its recipes, its knowledge of the money, its family history and its skills. The question is the same: who in the household, or in the street, is fenced from something that would cost nothing to share? Chapter 11 takes this up.

Santa Anna, writing about Ostrom's commons, compresses the chapter's argument into one claim:

> *abundance is not a dream—it's a design outcome*[63]

The neighbouring series on the commons, , reads Ostrom's design principles for exactly this kind of shared library, and reads why knowledge, once it begins to circulate, tends to compound. The book from which this one grows is .



The wall, again

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The wall, again

There is a detail in the Tesla post that is easy to pass over. The patents had been on a wall, in a lobby, where visitors could see them. A wall of patents is a display of what a firm owns. Taking it down was a statement that the firm intended to be judged by what it could do.

Every organisation has a wall like that somewhere. It is usually smaller and less literal: a folder with restricted access, a method only one office uses, a lesson that lives in an award submission and never in the train-

ing. The work of this chapter is to walk up to that wall, read each plaque, and ask which ones are still protecting a harvest.

The Tool: The Open-Library Test

One page per item of knowledge. Use it on the five most valuable entries in your Intangible Inventory from chapter 5. Done first by the person closest to the knowledge, then reviewed with one sceptic.

1 · The item

What it is, in one line:

Who made it, and roughly what it cost to make:

Where it lives now (a person, a folder, a system, a patent):

Date of this test:

2 · The fence

Who can use it today:

Who cannot, and would benefit:

Why the fence was put up, as best anyone remembers:

- Is that reason still true? yes / no / unsure

3 · Document or know-how

What part of this can be written down and shared:

What part lives only in judgement or practice:

Which of the two is the valuable half?

4 · The four properties (from chapter 5)

PROPERTY	QUESTION	ANSWER
Scalability	How many more people could use it at no extra cost?	
Sunkenness	What would be lost if the one person holding it left?	
Spillovers	Does its value leak out faster than it circulates in?	
Synergies	What other item is it worth more beside?	

5 · The shape of the gate

Choose one, and write the terms in a sentence.

- [ ] Keep the fence; the reason still holds.
- [ ] Open inside the organisation (or household) only.

[ ] A pledge: free to use, with a stated condition. Condition:

[ ] A licence: free or priced, by agreement, with an end date. Date:

- [ ] Open fully.

6 · What sits beside it

What do you still provide that becomes more valuable if this is open (support, training, the know-how)?

Will that be offered, and on what terms?

7 · The prediction

Written before anything changes.

What you expect to change, and by how much:

How you will count it:

The date you will look:

What result would tell you to close the gate again:

Keep the page. Chapter 8 places this test in week five of the twelve-week charter, chapter 9 adds the prediction to the register, and the workbook at the back gathers it with every other tool.

CHAPTER SEVEN

The Hours Keynes Promised



The Hours Keynes Promised

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER SEVEN

A remedy, not a forecast

Chapter 2 read the passage carefully, and it is worth reading once more before the evidence arrives. Keynes did not predict that his grandchildren would work fifteen hours a week. He proposed short hours as a way through the problem he expected abundance to create: a people trained by necessity, suddenly without it, and unsure what to do with the time. "Three-hour shifts or a fifteen-hour week may put off the problem for a great while," he wrote.[65] The short week was a way of sharing out what work remained while everybody learned to live.

So the question this chapter asks is not whether Keynes was right about the number. He was not, and he did not quite claim to be. The question is narrower and more useful to a person who runs something. When an organisation in a rich country deliberately shortens its working week, holding pay where it was, what actually happens to the work, to the people and to the accounts? And how much of the answer can the evidence bear?

Two public cases are the best place to look. Between 2015 and 2019 the City of Reykjavík and the Icelandic national government ran trials of a shorter week in the public sector. In the second half of 2022, sixty-one organisations in the United Kingdom tried a four-day week for six months. Both produced long reports, written by people who wanted the trials to succeed, with figures that can be checked line by line. This chapter checks them, then names what they cannot show.

The long record, and where it stalled

Hours did fall, for a long time. Michael Huberman and Chris Minns rebuilt the record of days and hours of work across Europe and the settler economies of the New World from 1870 to 2000. The shape they found is a steep decline from the late nineteenth century into the middle of the twentieth, followed by a much slower one, with the New World, and the United States above all, working longer than Europe by the end.[66] Their title is a summary of the second half: "The times they are not changin'".

What their data show is a shape. What they cannot show, by themselves, is the reason the decline slowed. Several explanations compete. Some point to the relative needs Keynes himself named, the wants that rise as fast as income because their point is position. Some point to the fixed costs of employing a person, which make one long contract cheaper than two short ones. Some point to institutions: unions, tax systems, the length of a standard contract written into law. The record is consistent with all of these, and a chapter that picked one would be claiming more than the evidence gives.

The finer point for a leader is this. If the slowdown were simply the will of workers, nothing an employer did would move it. If part of it is designed, by contracts, by habits of scheduling, by the way a firm counts presence as output, then part of it can be redrawn. That is the claim of this book, set out in chapter 1, applied to the most personal resource a firm buys. The trials are tests of exactly that claim.



Reykjavík, March 2015

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Reykjavík, March 2015

The Icelandic trials are documented most fully in a report published in June 2021 by Alda, the Association for Democracy and Sustainability, and the British research organisation Autonomy, edited and compiled by Guðmundur D. Haraldsson. Both organisations had campaigned for shorter hours for years, and the report says so plainly. It is a careful document and also an advocate's one; it calls the trials "an incredible success story". A reader should hold both facts at once.[67]

The first trial began in Reykjavík in March 2015, after campaigning by the union confederation BSRB and grassroots groups. Two workplaces were chosen: a service centre for the eastern districts of Árbær and Grafarholt, and the Reykjavík Child Protection Service. Both were selected, the report says, "on account of the high levels of stress present in each workplace." Sixty-six members of staff took part. Their hours were shortened from 40 a week to 35 or 36, depending on the workplace. Salaries did not change. A third office was chosen as a control group, and its hours did not change either.[67]

The trial grew. Over the next few years it expanded, in the report's words, "almost thirty times in size", to around 2,500 participating staff, reaching playschools, city maintenance facilities, care homes for people with disabilities and the mayor's office. In its later stages workplaces could apply to join, and each had to explain in its application how it would keep a similar level of service on fewer staff hours, and which indicators it would use to judge its own performance.[67]

That application requirement is the quiet centre of the whole case. Nobody in Reykjavík was told to work less and hope. Each team was asked to redesign its own work before the hours came down, and to write down in advance how it would know whether the redesign had held. Chapter 9 calls this a prediction written before; Reykjavík called it an application form.

The government trial, April 2017

The second trial was national. In October 2015 the Icelandic government pledged to BSRB that it too would test shorter hours, again from 40 a week to 36 with no cut in pay. The trial began in April and May 2017. Seventeen workplaces applied and four were selected: the Directorate of Internal Revenue, the Directorate of Immigration, Registers Iceland, and a police station in the Westfjords that included shift workers. To be eligible a workplace needed at least 20 staff, at least 30 percent of them BSRB members, and 70 to 100 percent of staff working full time. Four other workplaces were chosen as control groups. At that point the trial covered around 440 staff, with 364 in the control workplaces. In 2018 the internal medicine department of a hospital in Akranes was added, to learn what happens where most staff work irregular hours.[67]

Taken together, the report says, the two trials came to encompass "more than 2,500 staff members working in over 100 workplaces", which it puts at around 1.3 percent of Iceland's total workforce.[67] The figure is often quoted as if it were a national experiment. It was a substantial public-sector trial in a small country, and that is impressive enough without enlargement.



What the Icelandic report found

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What the Icelandic report found

The report's central finding is that "productivity and service provision remained the same or improved across the majority of trial workplaces," and that worker wellbeing rose across a range of measures, "from perceived stress and burnout, to health and work-life balance."[67] It also states that the trials "remained revenue neutral for both the city council and the government." No extra money was spent to buy the shorter week.

The detail is more interesting than the summary, and more honest. At the Árbær and Grafarholt service centre, overtime rose slightly once hours were cut, by about three hours a month per staff member on average. The report notes that this "cut into the twenty hours that had been reduced", so staff still gained, on net, around seventeen hours a month. That is the kind of figure a sceptic should look for and seldom finds in advocacy. It shows the work did not simply vanish; some of it moved, and was counted.

The appendix of challenges is the most useful page in the document for a leader. It records that in a few workplaces some workers left after organisational changes they disliked. That shift workers found handovers harder once shifts were shorter. That managers in the Reykjavík trial felt the pace of work had increased, though staff did not complain. That some managers in the government trial could not shorten their own days even though their staff did. That training days and farewells became harder to schedule. And that uptake of the shorter hours, though generally high in Reykjavík, ranged from 61 percent in school services to 90 percent in care services.[67]

Read that list again and notice what it describes. It is not a failure of the idea. It is the friction of redesigning real work: the handover, the training day, the manager who absorbs what nobody else will. The shorter week is not free. Its cost is paid partly in attention to the design of the day, and partly, it seems, by the people in charge.

The Reykjavík trial ended on 1 September 2019, and staff went back to their previous hours. A few months later agreements were signed guaranteeing shorter hours. By June 2021, the report states, 86 percent of Iceland's working population were on contracts that had either moved them to shorter hours or gave them the right to negotiate them.[67] Some contracts give shorter hours to every member; others allow staff and their workplaces to negotiate. The 86 percent is a figure about contracts and rights, not about hours actually worked. It is not the same thing as 86 percent of people working less, and the report does not claim it is.

The United Kingdom, June to December 2022

The second case is private, and newer. In early 2022 the 4 Day Week Campaign, 4 Day Week Global and Autonomy began recruiting companies and non-profits for a six-month trial. The design gave participants two months of preparation, with workshops, coaching, mentoring and peer support, and asked each organisation for a small donation to defray costs. Independent researchers at Boston College, the University of Cambridge and Autonomy collected the data. The report, *The Results Are In: The UK's Four-Day Week Pilot*, was published in February 2023, with Juliet Schor leading the quantitative team at Boston College and Brendan Burchell and David Frayne among the qualitative team at Cambridge.[68]

Sixty-one organisations took part, with around 2,900 staff, from June to December 2022. The largest group came from marketing and advertising, eight firms; professional services came next with seven; charities and non-profits third. The rest were spread across healthcare, the arts, retail, construction and manufacturing.[68] That distribution matters later, and it is worth noticing now.



What the British report found

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What the British report found

On the organisations, the headline is continuation. "Of the 61 companies that took part, 56 report that they are continuing with the four-day week immediately following the pilot," 92 percent, and 18 of those said the policy was permanent. Of the five not continuing, two extended their trials and three paused.[68]

On revenue, the report gives two figures, and the difference between them is a lesson in reading. Across the 23 companies that supplied enough data, revenue from the start of the trial to its end "stayed broadly the same, rising by 1.4% on average, weighted by company size." Across a separate 24 companies that compared the trial months with a similar six months a year earlier, revenue rose by 34.5 percent, weighted by size, which the summary rounds to 35 percent.[68] The first figure tells you the shorter week did not visibly damage revenue in the firms that reported. The second tells you mostly that these were, on the whole, growing firms. Neither is evidence that the four-day week caused growth, and the report itself warns that

companies "remained susceptible to a range of exogenous factors," so that a reader "should be attentive first and foremost to broad tendencies."

On staff turnover, resignations fell from 2 per 100 employees in the comparison period to 0.8 during the trial, a fall of 57 percent. Sick and personal days fell from 2.0 per employee per month to 0.7. New hiring also fell, from 3.4 per hundred employees to 2.4. Then comes the sentence that the press coverage generally left out: "In part because of the small numbers in the sample, and in part because of labour market contingencies, we are unable to say that these three trends are statistically significant."[68] The resignation figure is the most quoted number in the report. Its own authors decline to call it significant.

On the employees, the survey data are stronger, because they compare the same people before and after. Average working time fell from 38 hours a week to 34. Seventy-one percent of the sample reported working fewer hours, 15 percent were working more and 13 percent saw no change. Average days worked went from 4.86 to 4.52. The authors note that many people still did some work on the fifth day, and that this was not a full reduction to 32 hours.[68]

Stress and burnout moved in the same direction. Thirty-nine percent of employees reported less stress, 13 percent more and 48 percent no change. Seventy-one percent reported lower burnout scores and 22 percent higher. Average job satisfaction rose from 7.12 to 7.69 on a scale of ten. And 15 percent of employees said no amount of money would persuade them to go back to a five-day schedule.[68]

That last figure is the closest either report comes to Keynes. A person who would refuse any sum to give back a day has decided, at least for now, that the marginal hour is worth more than the marginal pound. Keynes would have called it a relative need declining in importance. Santa Anna's *Ecstatic Economics* names the same discovery from the side of the body: work is worth doing when it is worth "the irreplaceable hours of your life that you are investing in it."[69]



What neither trial can show

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER SEVEN

What neither trial can show

Both reports are honest in their detail and enthusiastic in their summaries. A leader reading them needs to know the limits as clearly as the findings. There are five.

Self-selection. Every British organisation chose to join, paid a donation and spent two months preparing. Every Reykjavík workplace in the later stages applied and explained how it would cope. The organisations that tried a shorter week were, by construction, those that expected it to work and were willing to re-

design for it. Their results say what happens when such an organisation tries. They cannot say what would happen if a shorter week were imposed on an organisation that did not want one.

A missing comparison. Iceland used control workplaces, which is a real strength, though the report summarises rather than tabulates most of the comparisons, and the controls were few. The British pilot had no control group at all. Its company figures compare the trial with the firm's own past; its employee figures compare the same people before and after. Before-and-after designs cannot separate the effect of the shorter week from everything else that happened in the second half of 2022, including, as the report itself notes, a labour market in which quitting was unusually common.

Short duration. Six months is long enough for a novelty to wear off and short enough for a novelty to explain much. Reykjavík's four years are better, and the subsequent national contracts are the strongest evidence that the change survived contact with ordinary life. But neither report follows individual organisations long enough to show whether gains in wellbeing persist, fade or compound.

Who answered. In the British survey, 77 percent of employees answered at baseline, 67 percent at the midpoint and 58 percent at the end, and the before-and-after findings rely on the 70 percent of baseline respondents who also answered at the end.[68] People who left, or who were having a hard trial, may have been less likely to reply. The report calls the falling rate typical of panel surveys, which it is. Typical is not the same as harmless.

What kind of work. The British cohort leaned towards marketing, professional services and charities: knowledge work, often in small firms, where a day's output is hard to measure and easy to reorganise. Iceland included playschools, care homes, a police station and a hospital ward, which is a wider spread and a reason to take its results seriously. Even so, a reader who runs a factory, a warehouse or a retail floor should not assume the findings transfer without testing them.

Taken together, the honest reading is narrower than the headlines and still worth a great deal. In two different countries, in public and private organisations, deliberately shortening the week without cutting pay did not, on the evidence reported, damage service or revenue in the organisations that tried it, and the people working there reported less stress and burnout. That is not proof that a shorter week works everywhere. It is strong evidence that the forty-hour week is not a law of nature in the organisations that tested it. Some of its length was designed.

Hours as a designed scarcity

Return to the four kinds of scarcity in chapter 1: material, positional, designed and habitual. A firm's hours belong to all four. There are material limits: a ward needs a nurse at three in the morning, and no redesign removes that. There are positional ones: in many professions the long week is a signal of commitment, and the signal works only because others send it too. But the Icelandic application forms and the British pre-

paration months both point at the third and fourth kinds. A great deal of the working week is designed, by meetings, handovers, approvals and the habit of counting presence as contribution, and much of the rest is habit.

The Icelandic report's own explanation is that successful reductions "have been closely tied to changes in the organisation of work — whether through workers gaining greater autonomy over work processes, or changes in operating times and shift patterns."[67] Autonomy is the word Santa Anna's book reaches for too. When every hour is accounted for and every method mandated, he writes, work feels like compliance. "And compliance extracts without replenishing."[70]

The somatic reading in chapter 3 of his book is blunter still. Of the long, driven week he writes: "But this isn't sustainable energy. It's metabolic debt. Every hour of sympathetic-fueled productivity borrows from your body's reserves, and the bill eventually comes due as burnout, illness, or collapse."[71] The burnout scores in the British survey are a measurement of exactly that debt, taken twice, six months apart. They are self-reports and they have the limits named above. They point in the same direction as his sentence.

There is a business reading as well, and it does not depend on believing either report's summary. If an organisation can hold its output while its people work fewer hours, the hours it used to buy were not all producing. Some were absorbing the cost of a poorly designed day. The shorter week is one way to find that waste, because it forces the redesign that a longer week lets everyone postpone. Santa Anna's phrase for the principle underneath is that "vitality is the source of value, not an obstacle to it."[72] The trials are a modest, real test of that sentence in the hardest currency a firm has, which is time.

None of this requires a four-day week. Reykjavík cut four or five hours, not eight. Some British firms cut less than a full day. The decision for a leader is not a slogan. It is whether the hours inside the organisation have been designed on purpose, or inherited. takes up the related question of who gets to decide; this chapter's tool is about seeing the hours clearly first.

What a leader can take from the cases

Three practices follow directly from the two reports, and each is cheap.

The first is Reykjavík's application form. Before any team shortens its hours, it writes down how it will keep its service, and which few indicators will show whether it has. The form is the experiment. A team that cannot fill it in has learned where its day is badly designed, which is worth knowing whether or not the hours ever change.

The second is the British preparation period. Two months of redesign came before a single hour was cut. The trial was not a gift of time; it was a project to remove work that did not need doing, and then to give back the time it freed.

The third is the overtime line from Árbær and Grafarholt. Count what moves. If the hours come down on paper and come back as overtime, as work on the fifth day, as managers who cannot leave, the trial has relocated the work rather than redesigned it. Both reports, to their credit, counted it. Chapter 9 builds the measurement in full; chapter 8 places the trial in the twelve-week charter, chosen in week seven and run in weeks eight to eleven.

For a household the cases speak more quietly but no less clearly. The fifteen percent who would take no sum to give back their day are a reminder that the margin Keynes worried about can be recognised when it arrives, and chosen. Chapter 11 returns to it.

Keynes thought the grandchildren would need a long time to learn how to use their freedom. The trials suggest the learning can begin inside a single office, with a form, two months of preparation and an honest count of what moved. Ninety-five years after the essay, that is a smaller thing than he imagined, and a more practical one.



The Tool: The Hours Ledger

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER SEVEN

The Tool: The Hours Ledger

A one-page instrument for a team, or a household, that wants to know which of its hours are material, which are designed and which are habit, before it changes any of them. It borrows Reykjavík's application form and the British preparation period. One page per team; one hour to fill in; review at the end of each month for three months.

1 · The baseline, as it is

Contracted hours per week:

Hours actually worked, average of the last four weeks (count, do not estimate):

Overtime, paid and unpaid, per person per month:

Work done on days off, rough hours per month:

Who absorbs the hours nobody else will (name roles, not people):

2 · Where the hours go

List the five largest regular uses of time, and mark each.

USE OF TIME	HOURS PER WEEK	MATERIAL (THE WORK REQUIRES IT) / POSITIONAL (IT SIGNALS) / DESIGNED (A RULE OR PROCESS MADE IT) / HABIT	COULD IT BE SHORTER, SHARED OR REMOVED?

3 · The application form

Written before any hours change.

The service or output that must be kept:

How it will be kept on fewer hours (the redesign, in a sentence):

Three indicators that will show whether it held: · ·

What would tell you to stop:

4 · What moves

Filled in monthly once the change begins.

Hours actually worked:

Overtime and work on days off:

Handover or coordination problems noticed:

- Whether the people in charge shortened their own hours: yes / no / partly

5 · How people are

Ask the same three questions before and after, of the same people, and record how many answer each time.

Stress, 1 (never) to 5 (all the time):

Tiredness at the end of the week, 1 to 5:

Would you go back to the old hours? yes / no / for what:

Response count, before and after: /

6 · The honest reading

What changed, and by how much:

What else changed in the same months that could explain it:

What this result cannot show:

Keep the page. Chapter 8 places it in the twelve-week charter, chapter 9 adds its predictions to the register, and the workbook at the back gathers it with every other tool.

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

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER EIGHT

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.*[75]

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

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER EIGHT

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

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER EIGHT

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

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER EIGHT

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

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER EIGHT

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.

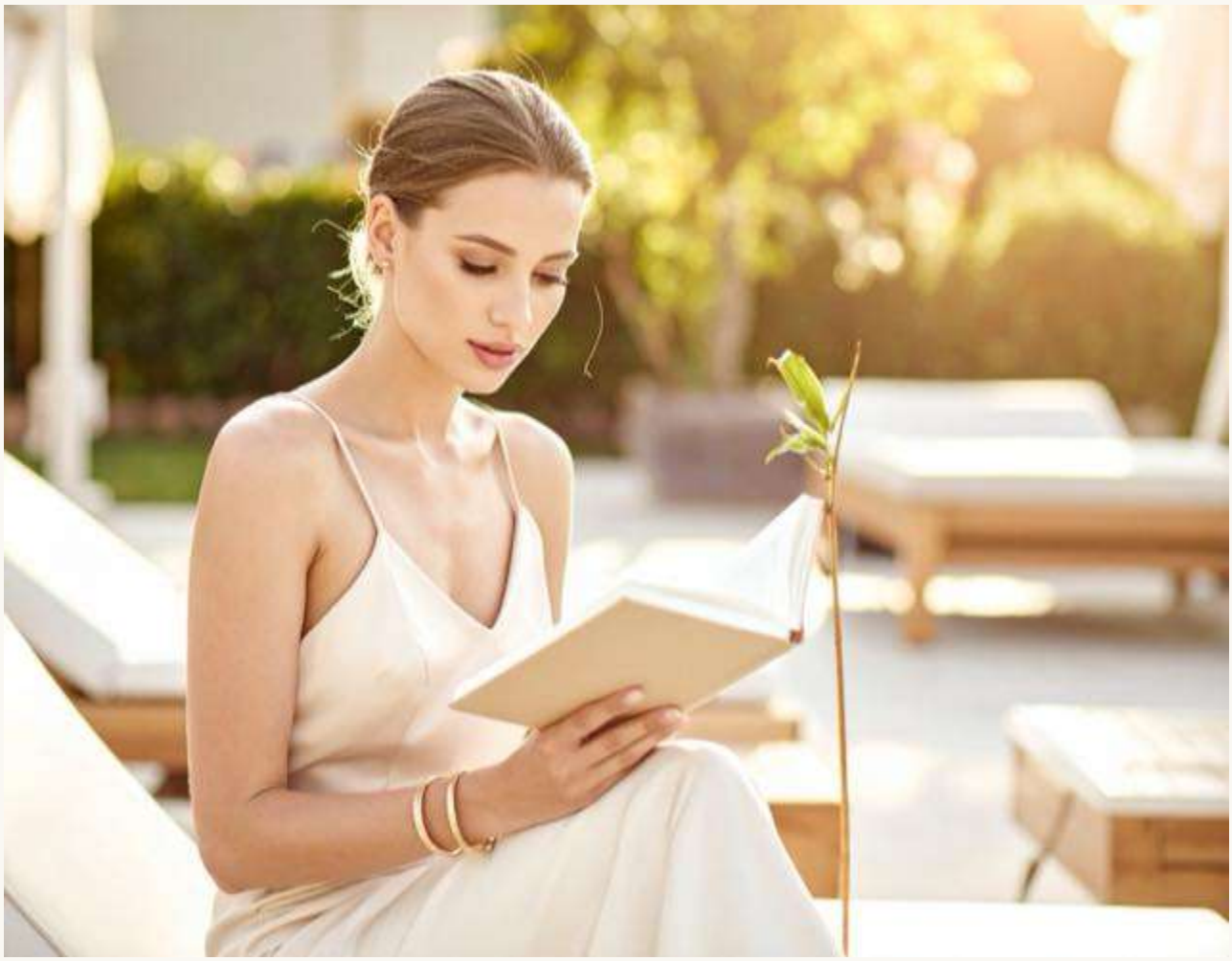
Once a year, the full count. The Intangible Inventory is re-counted from the year's accounts, and the five most valuable items are re-tested with the Open-Library Test. The ratio is compared with last year's. A year of four predictions, each read honestly, is the beginning of the team's own evidence — 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

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER EIGHT

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

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER EIGHT

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.

CHAPTER NINE

How to Know It Worked



How to Know It Worked

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER NINE

A number written before

The most useful measurement in this book costs nothing and takes two minutes. It is a sentence written down before a change is made, saying what the change is expected to do, how that will be seen, and by when.

Most organisations skip it. They make a change, wait, look at whatever figures happen to be to hand, and decide whether the change worked. Almost always they decide that it did. The reason is not dishonesty. It is that a person who has invested effort in a change, and who chooses after the fact which figures to look at, will find figures that agree with them. This is so ordinary that it is easy to miss, and it is the reason the earlier chapters of this book, from chapter 4 on, have asked for a prediction to be written first.

Chapter 5's studio wrote its prediction before rebuilding the search on its planting library: the senior designers' "can you look this up" interruptions, estimated from timesheets at around three hundred senior hours a year, would fall. Chapter 11's household wrote its prediction in month one: the credit-card balance would be gone by the year's end. The studio's prediction was a composite's and its result is not reported, because a composite's result would prove nothing. The household's prediction, also a composite's, turned out to be wrong, and the household wrote down why. In a real firm or household, that written-down wrongness is the most valuable thing the whole exercise produces. It is the only thing that can teach the people who made it something they did not already believe.

This chapter is about measurement: what to count when the work of this book is done in a real team or household, how to read the counts honestly, and how to avoid the two failures that measurement in this area is prone to. The first failure is counting the wrong thing. The second is counting the right thing until it stops meaning anything.

The ledger that cannot see

Ammanuel Santa Anna's *Ecstatic Economics* spends a long passage of its first chapter on a measurement failure, and it is worth reading as a warning for this one. Gross Domestic Product, he notes, was developed in the 1930s to measure industrial output, and counts the volume of monetary activity without distinguishing what that activity does. His examples are plain and uncomfortable. A car accident, a divorce, an oil spill: each raises GDP. A parent raising a child at home, a community garden, an elder teaching the young: each contributes nothing. And then the sentence that summarises the problem:

> *A forest standing contributes zero. Cut it down, and GDP increases.*[81]

His conclusion is not that GDP is wicked. It is that it was built for one job and has been asked to do another: "The GDP can't see this because it was never designed to."[81]

Every team and household that does the work of this book is in danger of building a small GDP of its own. It will count what is easy to count, which is usually money spent and hours logged, and it will not see what the work was for, which is usually something like ease, capability or knowledge that circulates. A team that measures the success of chapter 5's intangible inventory by how much was spent on training has measured its input and called it an outcome. It has built a ledger that cannot see.

The rest of this chapter is about building a ledger that can.

What to count

Five measures recur across the tools in this book. None is perfect. Each tracks something the work is actually trying to change, and each can be counted by a team or household without specialist help.

1 · Blocked gaps that became chosen or closed. Chapter 4's capability map sorts every gap between what a team or household is able to do and what it actually does into chosen (left alone, respected) and blocked (something converts resources poorly). The count of blocked gaps, quarter by quarter, is the single most direct measure of the work, because removing designed blocks is what the work is for. A falling count of blocked gaps, with the chosen gaps left alone, is the result the method is aiming at. A falling count of all gaps, chosen included, may mean the team is being pushed to close gaps it had good reason to leave open, which chapter 10 warns against.

2 · Knowledge held by one person. Chapter 5's intangible inventory asks, of the most valuable intangibles, whether each is held by only one person. Chapter 11's household kept the same count as its single-keeper list. The number of important pieces of knowledge with only one keeper is a direct measure of designed fragility, and it can be counted on a single page. In the composite household, three of four such pieces had a second keeper by the year's end. In a real team, the count is the measure.

3 · Time to an answer. Where the designed scarcity is access to knowledge, as it was in chapter 5's studio, the simplest measure is how long it takes a person who needs a piece of knowledge to get it. It can be sampled rather than tracked: once a month, ask five people to time how long their last three questions took to answer, and from whom. A falling median, with fewer answers coming from the same two or three people, is what an opened library looks like in figures.

4 · The intangible ratio. Chapter 5's inventory produces a ratio of intangible to tangible investment. It is a descriptive figure, not a target, and the chapter is careful to say so. Its value is in the change of its composition rather than its size: whether investment in methods, standards and teaching is rising relative to investment that sits in one person's habits. Read alone, it can mislead; read beside measures 2 and 3, it shows whether the firm is investing in what it says it values.

5 · The enough line's stability. For a household, and for a team that has set something like one, the enough line from chapters 2 and 11 is the measure of the inner side of the work. Its test, as chapter 2 sets it, is

whether the line held still while the other figures moved. A line that moves every quarter is the goalpost of Santa Anna's notes on financial freedom, the one that "keeps moving".[82] A line that moves rarely, and only for a reason written down, is a household that has decided what enough means.

Santa Anna's field guide names the spirit of these five in five words: "Track vitality, not just velocity."[83] Velocity is how much moved. Vitality is whether the moving made anything more alive. The five measures above are attempts, imperfect and deliberately small, to count the second.

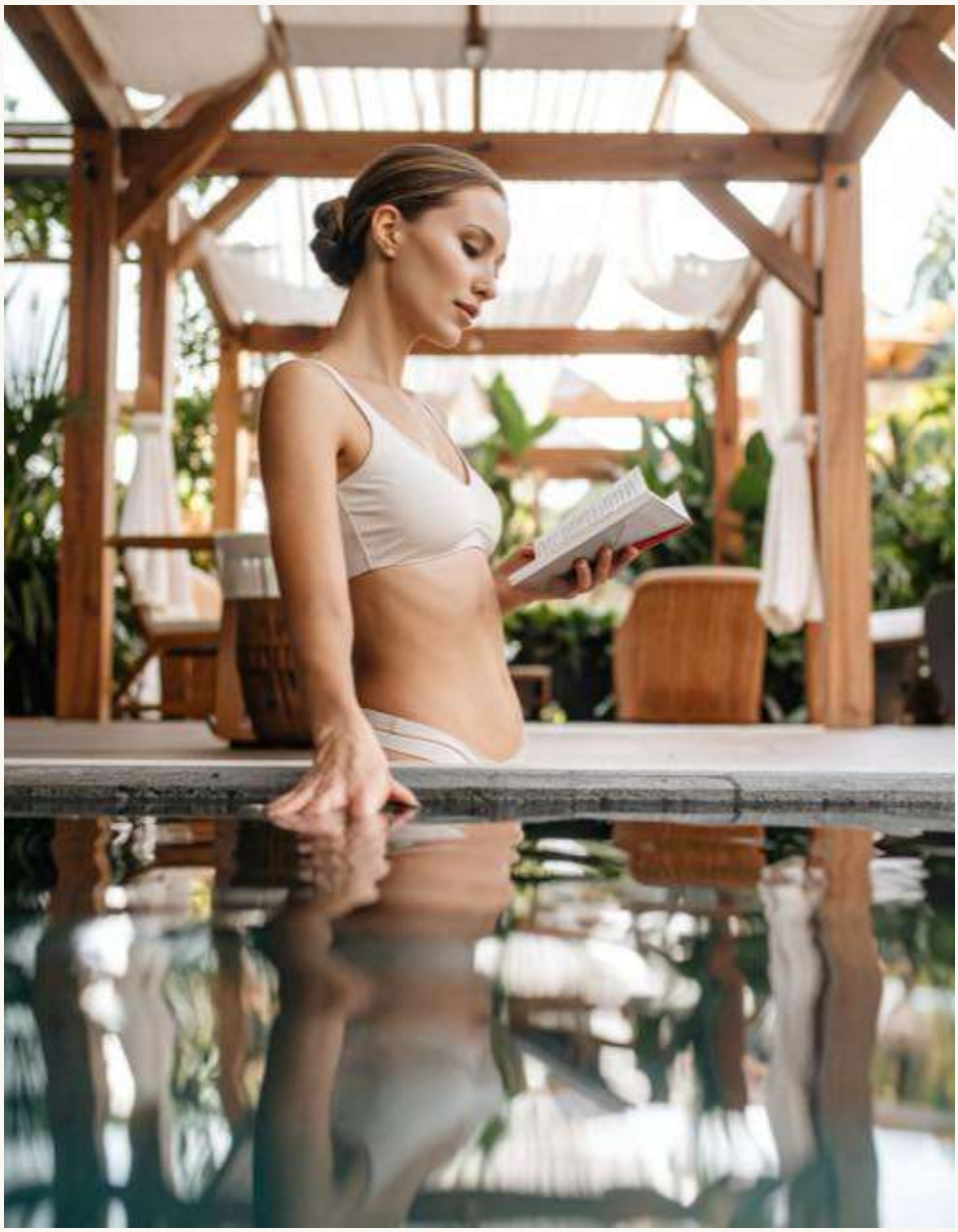
Leading and lagging

Measures behave on different clocks, and confusing the clocks is a common way to misread a result.

A leading measure moves soon after a change and suggests whether the change is taking. Time to an answer is a leading measure: if a library's search is rebuilt, the median time to an answer should begin to fall within weeks. The count of single-keeper knowledge is a leading measure too: a handover either starts or it does not.

A lagging measure moves later and shows whether the change mattered. The count of blocked gaps is lagging: a team's experience of its own work changes slowly, and a quarter is short. Any financial result is lagging, often by more than a year, and is shaped by so many other things that a single team's change will rarely be visible in it.

The practical rule is to write predictions on both clocks. For the change chosen in week three of chapter 8's twelve weeks, write one prediction for a leading measure, to be checked at week twelve, and one for a lagging measure, to be checked at a year. If the leading measure moves and the lagging one does not, the change took but may not have mattered. If neither moves, the change did not take, and the first question is whether it was ever made as designed. If the lagging measure moves and the leading one did not, be suspicious: something else probably moved it.



The baseline

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The baseline

A measure without a baseline is a number without a meaning. Before the first change, every measure the team intends to use should be counted once, in the same way it will be counted later.

This sounds obvious, and it is routinely skipped, because the baseline is collected at the moment when people are most eager to start. Chapter 8's twelve weeks place the baseline in the first three weeks for exactly this reason: the claim grader, the inventory and the capability map are the baseline. A team that runs them properly has its starting figures without any separate effort.

Two finer points matter. First, count the baseline more than once if the measure is noisy. Time to an answer will vary from week to week for reasons nobody controls; two or three samples before the change give a sense of the ordinary range, so that a later figure inside that range is not mistaken for an effect. Second, write down how each measure was counted. A count of blocked gaps made by the whole team in a ninety-minute session will not be comparable with a count made by the leader alone on a Friday afternoon. The method of counting is part of the measure.



When a measure becomes a target

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When a measure becomes a target

The second failure of measurement is subtler than the first, and it has been named many times.

In 1975 the economist Charles Goodhart, writing about British monetary policy, observed that any statistical regularity will tend to break down once pressure is placed on it for purposes of control.[84] Four years later the social scientist Donald Campbell set out a parallel claim about social indicators: the more any quantitative indicator is used for social decision-making, the more it is subject to corruption pressures and the more it tends to distort the processes it was meant to monitor.[85] In 1997 the anthropologist Marilyn Strathern, writing about audit in British universities, gave the idea the form in which it is now most often quoted: "When a measure becomes a target, it ceases to be a good measure."[86]

Every measure in this chapter is exposed to that law. A team rewarded for reducing its count of blocked gaps will find ways to call blocked gaps chosen. A team rewarded for reducing single-keeper knowledge will produce handover documents nobody reads. A household that treats the stability of its enough line as a score will stop moving the line when its needs genuinely change, which is the opposite of what the line is for.

Three practices keep the measures honest, and each is built into the tools.

Keep measures descriptive, not evaluative. None of the five measures is tied to pay, promotion, standing or blame. They are the team's own view of its own work. Chapter 10's conversation with the board is explicit that no number will be promised; this is why.

Pair every count with a sentence. The Prediction Register below asks, for every result, a sentence on what happened. A count of blocked gaps that fell from nine to five means little alone. The same count with the sentence "two closed because the approval rule changed; two were reclassified as chosen after a conversation with the people affected" means a great deal, and the second half of that sentence is where Goodhart's law would show itself.

Appoint someone whose job is to doubt. Chapter 8's sceptic, and chapter 10's script for that role, exist for this. A person who reads the register at week twelve and asks whether the figures moved because the work changed or because the counting changed is the cheapest protection against a measure turning into a target.

Reading a result honestly

At week twelve, and again at a year, the team reads its register. Four outcomes are possible, and each has an honest reading.

The prediction came true. The honest reading is that the change may have worked. It is not yet that the change worked. A single team, over twelve weeks, is one case, and many things changed in those twelve

weeks besides the one the team made. The right response is to keep the change, write down what else changed in the same period, and look again at a year.

The prediction did not come true. The honest reading is that the team has learned something. Either the change was not made as designed, or the block it removed was not the one that mattered, or the measure was not the right one. Each of those is worth knowing. Chapter 11's household learned why its card balance was not cleared: a slow autumn, and a holiday it chose to keep. It would make the same choice again. A team that treats a failed prediction as information will make better predictions next quarter. A team that treats it as embarrassment will stop writing them.

The figure moved in the right direction, by less than predicted. The honest reading is usually that the prediction was optimistic. This is the commonest result, and it is fine. Write the size of the shortfall down; over a year, a team learns how optimistic it tends to be.

Something unpredicted happened. Chapter 11's household had one of these: an evening in month nine when an adult opened the bank app at eleven at night and did not tense. Unpredicted results are often the most important ones, and they are the easiest to over-read. Write them down, in the words of the person who noticed them, and treat them as a question for the next quarter's prediction rather than as a finding.



The humility of small numbers

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The humility of small numbers

The research cited in this book is mostly about economies and large samples: hours of work across countries since 1870, intangible investment across American business, well-being across hundreds of thousands of survey responses. The measures in this chapter are about one team or one household. That difference deserves to be said plainly.

A single team cannot establish that a method works. It can establish, over time and with honest records, what happened when it tried the method in its own conditions. That is a smaller claim and a more useful

one for the people in the team, because their conditions are the only ones they can change. It is also exactly the kind of evidence that larger studies cannot provide, because a study can tell a team what tends to happen on average and cannot tell it what will happen in its own building.

There is a second humility, which chapter 3 named. The research on scarcity and the mind is contested; the research on income and well-being does not support a natural ceiling on "enough". A team or household that measures its own enough line should not believe it has discovered a fact about human nature. It has recorded a decision it made, and whether it held to it. That is all the measure says, and it is enough.

Measuring the inner side

The hardest thing in this book to measure is the one Santa Anna's book cares about most: the bodily experience of sufficiency, the bracing at a bank balance that is, in his phrase, "objectively fine".[87] It would be easy to build a score for it, a rating from one to ten, and track it weekly. The chapter recommends against that, for Goodhart's reason: a feeling rated weekly becomes a feeling performed.

What the tools do instead is collect evidence in the person's own words. The Quarterly Enough Review in chapter 12 opens with each person writing one moment, from the last quarter, when they had what they needed and wanted nothing more. Kept over a year, those pages are a record that no score can match. A team or household can read them back and see whether such moments became more frequent, and what they shared. It is qualitative evidence, and it should be called that. It is also the evidence closest to what the work is for.



A measurement plan, in one page

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A measurement plan, in one page

Put together, the chapter's advice fits on a page, and the tool below is that page. Before the first change: choose two or three of the five measures, count the baseline, and write down how. For each change: write one leading prediction and one lagging prediction, with dates. At each check: record the figure, a sentence on what happened, and what else changed. Let the sceptic read it first. At a year: read the whole register, and write one sentence on how optimistic the team turned out to be.

None of this needs software. A sheet of paper kept in a folder, and read aloud once a quarter, is sufficient, and has the advantage that nobody can quietly edit last quarter's prediction.

The Tool: The Prediction Register

For a team or a household. One page per change. Fill in the top half before the change; the bottom half at each check. Keep every page in date order.

The change. In one sentence: · Chosen in: week ___ of the twelve weeks (chapter 8) / quarter ___ · Owner:

The kind of scarcity it addresses (chapter 1): material · positional · designed · habitual

Baseline (before the change).

MEASURE	HOW IT IS COUNTED	BASELINE COUNT 1	BASELINE COUNT 2 (IF NOISY)

Choose from: blocked gaps (chapter 4) · single-keeper knowledge (chapters 5, 11) · time to an answer (median of a sample) · intangible ratio (chapter 5) · the enough line's stability (chapters 2, 11) · your own.

Predictions (written before the change).

Leading: will move from ___ to ___ by (date, usually week twelve).

Lagging: will move from ___ to ___ by (date, usually a year).

What would tell us the change was not made as designed:

Check 1 (week twelve). Leading figure: ___ · One sentence on what happened: · What else changed in this period: · Read by the sceptic: name · Their question:

Check 2 (one year). Lagging figure: ___ · One sentence on what happened: · What else changed:

Reading. Tick one: came true · did not come true · right direction, smaller · something unpredicted. In one sentence, what did we learn?

Decision. Keep · grow · stop. Why, in one sentence:

Optimism note (at a year, across all pages). How many predictions came true, how many fell short, by roughly how much?

Measures here are descriptive. Do not tie any of them to pay, promotion or blame.

A note on method

The studio and household referred to are the composites of chapters 5 and 11; their figures were set by the writer and are not evidence of any result.

CHAPTER TEN

The Hard Conversations



The Hard Conversations

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER TEN

The sentence that goes wrong

Somewhere in every organisation that tries the work of this book, a sentence is said that undoes it. It is usually said by someone with good intentions, in a meeting that is running late, and it sounds like this: "So the point is that we can do more with what we have."

That sentence is the argument of this book turned inside out. Chapters 1 to 7 have claimed that much of the scarcity a well-resourced firm or household lives inside is designed, and that what is designed can be redrawn. They have never claimed that people can be asked for more on the same resources because their attitude has improved. The difference between those two claims is the whole ethical weight of the subject, and it is decided, more often than anywhere else, in conversation.

This chapter is about those conversations. Five of them recur: with a board, with a finance committee, with staff and the people who represent them, with partners and co-founders, and with a family. A sixth runs through all five, the conversation with the sceptic, who is sometimes another person and sometimes the reader. For each the chapter names what the other party fears, what they need to hear, what they should never be told, and a short script. The scripts are starting points, written to be changed. A script read word for word sounds like a script, and these conversations depend on sounding like the person who is having them.

Ammanuel Santa Anna's *Ecstatic Economics* is in large part a book about how economic life feels in the body, and its practical chapter carries an instruction for leaders that belongs at the head of every conversation below. In weekly team meetings, he writes, 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." Then the claim, stated as a finding of practice rather than of research:

> *This takes roughly ninety seconds and changes the entire relational field of the meeting.*[88]

Ninety seconds of honesty about what the leader does not know is the opening move in each of the conversations that follow. It is cheaper than any slide, and it does a slide's work: it tells the room what kind of conversation this is going to be.



The line that holds every conversation

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The line that holds every conversation

Before the five, the line. Chapter 3 set out the bypass test as the fifth question of the Abundance Claim Grader: does acting on a claim require anyone to accept less material support because their attitude is expected to change? If yes, the claim is rewritten until the answer is no.

In conversation the test becomes a promise that the leader makes out loud, early, and keeps. It can be said in one sentence: "Nothing we change because of this work will ask anyone to do more with less; if we find a block we designed, we remove the block, and the people stay resourced as they are or better." A leader who cannot make that promise honestly is not ready to start the work. A leader who makes it and breaks it will not be believed the second time, and should not be.

Santa Anna's book is unambiguous about the boundary this protects. It says plainly that the somatic practices it teaches "will not pay your bills, fix systemic inequality, or resolve structural injustice."[89] And it says,

in the passage that marks the floor of the whole argument, that "People living in genuine material deprivation need material resources, not consciousness shifts."[90] A conversation that forgets those sentences has stopped being about abundance and become about extraction, with better vocabulary.

With the board

What a board fears. That the work is soft: a culture programme with a philosophical name, which will take management time, produce a survey, and change nothing a director can see in the accounts. Behind that, a quieter fear, that the language of abundance is a way of telling the board that its fiduciary concerns about cost are somehow unenlightened.

What a board needs to hear. That the work begins with the firm's own figures, not with a philosophy; that it makes a prediction before it acts and checks the prediction after; and that its first scope is small. The intangible inventory from chapter 5 is the most useful object to bring, because it speaks a board's language. Corrado, Hulten and Sichel's research, cited in that chapter, estimated that American business investment in intangibles was about one trillion dollars in 1999, roughly the same as its investment in tangible capital that year.[91] A director who has never seen the firm's own intangible spending counted is usually interested to learn its size, and the conversation moves from "is this soft?" to "is this protected?"

What a board should never be told. That the work will raise profit, cut cost by a named amount or improve engagement by a named score. None of the research in this book supports such a promise about any single firm, and chapter 9's measurement discipline exists precisely so that the firm learns what happened rather than announcing what will.

A script.

> *"I want to bring you a twelve-week piece of work, small in scope, with a written prediction at the start and a check at the end. It starts from our own accounts. Last year we spent, by our count, [figure] on things our balance sheet does not show: the time our people spend building methods, training each other, keeping our knowledge current. I think some of that investment is stuck, because of rules and habits we set ourselves. The work is to find one place where that is true, change one thing, and see. I will not promise you a number. I will bring you what we predicted and what happened, including if we were wrong."*

The firm in that script is asking for permission to learn, not for a budget. That is a much easier thing for a board to give, and a much harder thing to misuse.



With the finance committee

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With the finance committee

What finance fears. Two things, usually unspoken. First, that the work is a way of reclassifying costs to flatter results: calling training "investment" so that it looks like an asset. Second, that someone outside finance is about to start making claims about the firm's money without finance's discipline.

What finance needs to hear. That nothing in the work changes how the accounts are kept. The intangible inventory is a management view, held beside the statutory accounts, not inside them. Chapter 5's studio was explicit on this point: its accounting standards were what they were, and there are good reasons for

caution in capitalising spending whose value is uncertain. The inventory does not dispute that caution. It adds a second page that shows what the first page, by design, cannot.

And finance needs to be in the room. Chapter 8 names the finance lead as one of four roles in the twelve weeks, and the reason is not courtesy. Finance is the function that most often holds the firm's designed scarcities in its hands: the budgeting cycle that rewards spending an allocation by year-end, the approval thresholds, the procurement rules. A finance lead who helped find a designed block is the person most able to redraw it.

What finance should never be told. That "money is energy", or any similar phrase. It may be true in the register in which Santa Anna writes it. In a finance committee it will end the conversation.

A script.

> *"I'd like your help with a count, not a reclassification. Nothing in the accounts changes. I want to sit with last year's figures and timesheets for two afternoons and find out how much we spend on building what we know: methods, training, the time our seniors spend teaching. Then I want to look, with you, at whether any of our own rules are making that spending worth less than it should be. You know where those rules live better than anyone."*

With staff, and with those who represent them

This is the conversation in which the sentence at the head of the chapter does the most damage, and the one a leader should prepare for most carefully.

What staff fear. That "abundance" is the new name for doing more with less. Many people have lived through a change programme that was announced with warm language and ended in a restructuring. They have learned, reasonably, to listen for the cost under the vocabulary. Where there is a union or a staff council, its representatives carry that memory for everyone, and their job is to say it aloud.

What staff need to hear. Three things, in this order. That the work is about removing blocks the organisation designed, not about asking more of people. That the leader will make the bypass promise in writing and invite the representatives to hold them to it. And that staff will be part of finding the blocks, because they know where they are. Chapter 4's capability map is built to be filled in by the people who do the work, and the column it fills first, where the work is most alive, is a question staff are rarely asked.

There is a reason in the evidence for taking this seriously, and it comes from the house's companion series on gift and reciprocity. Knowledge is shared in an organisation, or not, according to whether people trust that sharing will be returned. Chapter 5's studio could rebuild the search on its planting library; it could not have made its designers write down what they knew if they had feared that writing it down made them

replaceable. Santa Anna's piece on Elinor Ostrom puts the general point in a sentence a staff representative might well agree with:

> *You cannot price trust on a balance sheet, but you can starve it with extractive policy.*[92]

What staff should never be told. That a change will "free up capacity", without saying what the freed capacity is for and who decides. In most workplaces "freed capacity" means headcount, and everyone in the room knows it. If time is freed by removing a designed block, say what it will go to, and let the people who gained it have a say in that.

A script, for a team.

> *"Before anything else: nothing we change in this work will mean more work for the same pay, or fewer people for the same work. I've written that down and I'd like [representative] to hold a copy. What I'm looking for is the opposite: the places where our own rules make your work harder than it needs to be. You know where those are. For the next three weeks I'd like us to map them together, starting with the question nobody asks: where is the work going well, and what is carrying it there?"*

A script, for a representative, in private first.

> *"I want you to see this before the team does, and I want you to tell me what you would need to see in writing for it to be trusted. My draft says no one will be asked to do more with less because of this work, and that any time we free up is decided about with the people who freed it. What's missing?"*

Asking the representative what is missing is not a tactic. It is the leader admitting, in ninety seconds or less, what they do not know.



With partners and co-founders

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With partners and co-founders

In a small firm the hardest conversation is often not with staff but between the two or three people who own it. Chapter 5's studio had two founding partners, and a composite though it is, the pattern is common: one partner holds the firm's knowledge, the other holds its relationships, and each quietly believes the firm depends more on what they hold.

What partners fear. Loss of standing. The intangible inventory makes visible what each partner contributes, and also what each partner has kept to themselves. A partner who discovers that a third of the firm's standards live only in their own habits may feel exposed rather than valued. A partner who discovers that their relationships are the firm's single point of failure may feel accused.

What partners need to hear. That the exercise is about the firm's fragility, not about anyone's worth; that knowledge held by one person is a risk to that person as much as to the firm, because it ties them to the

work; and that sharing it is authorship, not surrender. Chapter 5's studio presented the project leader's half-day of writing as exactly that, and the framing is not a trick. A person who writes down a firm's standards becomes their author on the record.

What partners should never be told. That one of them is the problem. Even when it is true that the firm's knowledge is concentrated in one person, the concentration was designed by the firm, usually by both partners' choices over years, and it is redrawn by both.

A script.

> *"I want to do the inventory with you, and I want us to do it on both of us. My guess is that each of us is holding something the firm can't do without, and that neither of us meant it to end up that way. I'd rather find out together than find out the week one of us is ill."*

With a family

Chapter 11 works through a household in detail, and its hardest evening was a conversation between two adults whose money histories disagreed. The scripts there are the household's own. Three further notes belong here, because the family conversation has the most at stake and the least practice.

The adults' conversation. Santa Anna's book offers a practice that is, in effect, a rule for family money talks: when money is discussed with a partner or family member, notice "what happens to both of your bodies?"[93] The useful household rule is to pause whenever either adult notices their own pattern and says so. It turns a disagreement about figures into an observation about archives, which is a conversation people can have without blaming each other.

The children. A household that only discusses money in a crisis teaches its children that money is a crisis. The conversation with a child is short and should be planned: what the household's enough line is, in terms the child can hold, and whether the household is above or below it on average. A child does not need the figures. A child needs to know which of the household's moods are about money and which are not.

The ageing parent. Care for a parent is where abundance language is most easily misused inside a family. "We can manage it ourselves" is sometimes true and sometimes a way of asking one person, often a daughter, to absorb a cost nobody has counted. The bypass test applies at home exactly as it does at work.

A script, between adults.

> *"Can we try something before we look at the numbers? Each of us says, in one sentence, what money felt like in the house we grew up in. Then we look at the statement. And if either of us notices we've gone tight or gone fast, we say so and stop for a minute. I think we've been having two different conversations."*



With the sceptic

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With the sceptic

The sceptic is in every room, and is often the most useful person in it. Chapter 8 recommends appointing one on purpose. This section is for that person, and for the reader who has been one throughout.

What the sceptic fears. That this is a fashion. That the evidence is thinner than the confidence. That the work will produce warm language and no measurable change, and that anyone who says so will be treated as having the wrong attitude.

What the sceptic needs to hear. That they are right about the evidence, and that the book says so. Chapter 3 graded the research honestly: the cognitive cost of scarcity is contested; the income-and-well-being research does not support a natural ceiling on "enough"; ideas are getting harder to find. Chapter 9 sets out what will be counted, in advance. Chapter 12 states plainly what the book cannot show. The sceptic's role is not to be persuaded. It is to make sure that the prediction is written before the change and checked after it, and that the check is honest.

There is a fair point the sceptic can be offered in return. The claim of this book is narrower than its critics usually assume. It does not say that scarcity is an illusion or that attitudes produce money. It says that some constraints are designed, that designed constraints can be redrawn, and that a team which sorts its constraints honestly will make different decisions than one that does not. That claim can be tested on the sceptic's own team, in twelve weeks, with the sceptic holding the pen.

What the sceptic should never be told. That doubt is a "scarcity mindset". It may occasionally be. It is far more often a reasonable response to a pattern of overclaiming the sceptic has seen before, and treating it as a pathology confirms everything they feared.

A script.

> *"I'd like you to be the person whose job is to tell us when we're fooling ourselves. Concretely: before we change anything, you'll check that we've written down what we expect to happen, how we'll measure it, and by when. At week twelve you'll read out what actually happened. If we were wrong, you say so first."*



What these conversations share

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER TEN

What these conversations share

Read across the five, the conversations have the same structure. The leader opens by saying what they do not know. They make the bypass promise. They bring a count, not a claim: an inventory, a map, a ledger. They ask the other party what is missing. They make no promise of outcome. And they name the sceptic's role out loud, so that disagreement has a seat rather than a corridor.

Santa Anna's piece on Ostrom describes markets in a phrase that fits these conversations equally well:

> *Markets are valves, not veins. They regulate flow where trust has already built the channels.*[24]

The same is true of the tools in this book. A ledger, a map or an inventory regulates nothing on its own. It works where the conversation around it has already built the channel, and the conversation is where the channel is built.

The Tool: The Conversation Card

One card per conversation. Fill it in before the meeting, alone, in about twenty minutes. Keep it after.

1 · Who, and their role in the work. Board · finance · staff or representative · partner · family · sceptic · other:

2 · What they most likely fear, in their words, not yours. One sentence.

3 · What I do not know, that I will say in the first ninety seconds. One or two sentences.

4 · The bypass promise, as I will say it to this person.

Can I keep it? yes / no. If no, do not hold the conversation yet.

5 · The count I will bring. Ledger · Capability Map · Intangible Inventory · Prediction Register · other: . One figure from it that this person will recognise:

6 · What I will not say. At least one phrase I will avoid with this person (for example: "do more with less", "free up capacity", "money is energy", "scarcity mindset"):

7 · The question I will ask them. "What would you need to see for this to be trusted?" or my own version:

8 · After the conversation (five minutes). What did they say they fear? Was it what I wrote in step 2? What did they ask for? What did I commit to, and by when?

9 · File the card with the Prediction Register (chapter 9). At week twelve, read it again: did I keep what I promised in step 4?

A note on method

The scripts in this chapter are the writer's suggestions, not the findings of any study. The firms and families referred to are the composites of chapters 5 and 11, labelled as such there.

CHAPTER ELEVEN

Enough at Home



Enough at Home

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER ELEVEN

Two archives at one table

Every household that sits down to talk about money brings at least two histories to the table, and they rarely agree.

One adult grew up in a house where money was never mentioned and always present: a parent who went quiet when the post arrived, a kitchen where the price of things was known to the penny and never said aloud. The other grew up in a house where money was spoken about freely and spent freely, where a good month meant a meal out and a bad month meant a meal out on a card. Neither history is wrong. Each one is a set of instructions the body learned before it could argue with them. And when the two adults open the same bank statement on the same evening, they are not reading the same document.

Ammanuel Santa Anna's *Ecstatic Economics* has an exact name for this. The body, he writes, is "an economic archive — a living record of every money-related experience you've had since before you could speak." He lists what goes into it, plainly:

> *The first time you watched your parents argue about bills. The first time you understood that your family had less (or more) than others.*[95]

The earlier chapters of this book have treated scarcity as something designed: by rules, measures, contracts, and the habits of an organisation. A household is the smallest organisation most people will ever run, and the most intimate. Its rules are mostly unwritten. Its measures are a bank balance checked at odd hours and a feeling in the chest. Its contracts are the lease, the loan, the phone plan and the unspoken agreement about who handles what. Its habits were set, in large part, in two other houses, a generation ago.

This chapter brings the book's argument home. It takes the four kinds of scarcity from chapter 1, the two-column ledger from chapter 2, the capability map from chapter 4 and the intangible inventory from chapter 5, and works them through one household across one year. The household is a composite. Its people, figures and events were set by the writer to teach the method; it is not a real family, and nothing in it is evidence that the method produces any particular result. It is a way to see what the tools ask of real people at a real table.

A word on what this chapter is not. It gives no advice about investments, pensions, mortgages or debt products, and nothing in it should be read as such; those decisions belong with a qualified adviser who knows the household's whole position. Nor does it say that a changed attitude will change a balance. Santa Anna is clear on this, and the chapter holds to his line: the practices he offers "will not pay your bills, fix systemic inequality, or resolve structural injustice."[96] What they can do is make a household's own choices visible to it. That is smaller than a promise and more useful.

The household

The household in this chapter, a composite, has four members. Ruth is forty-four and works as a hospital pharmacist on a shift pattern. Daniel is forty-six and runs a small joinery business from a rented unit; his income moves with the season and with the building trade. Their daughter, Leah, is fifteen. Ruth's mother, Esther, is seventy-eight, lives twenty minutes away, and since a fall last winter needs someone to look in most days.

Their combined income, after tax, averages about $7,400 a month across the year, with Daniel's share ranging from roughly $2,100 in a slow month to $4,900 in a good one. They rent. They carry a car loan with eighteen months left on it and a credit-card balance of about $6,300 that has stayed near that figure for two years. Every figure here is the composite's, set by the writer.

Asked separately how they feel about money, Ruth says "careful, and tired of being careful." Daniel says "fine, until it isn't." Leah, asked the same question, says she does not know what they earn and assumes they are either fine or broke depending on the evening.

That last answer is worth sitting with. A fifteen-year-old who cannot tell whether her family is fine or broke is living inside the household's habitual scarcity without access to its figures. She is learning the archive without the ledger.



The first evening: the ledger

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER ELEVEN

The first evening: the ledger

The household began where chapter 2 begins, with the two-column ledger, on last month's real statements. It took Ruth and Daniel an hour and a half, which is longer than the tool suggests, because they argued for twenty minutes about whether the joinery van was a household cost or a business one. (It is a business cost, and moving it to the business account was the evening's first concrete change.)

They marked each line absolute or relative, and each absolute line material or designed. The totals, in the composite:

	MONTHLY TOTAL
Absolute, material (rent, food, utilities, insurance, loan repayment, the minimum on the card)	$4,650
Absolute, designed (Ruth's commuting parking, Esther's care costs, Leah's phone, subscriptions they use)	$1,180

	MONTHLY TOTAL
Relative (a share of eating out, two subscriptions kept "because everyone has them", a gym neither used)	$940
All outgoings	$6,770

Two things surprised them. The first was that the relative column was smaller than either of them had feared. Daniel had expected a confession; he found a gym membership. The second was that the designed column held most of their stress. Esther's care was the largest line in it: a paid carer two mornings a week, $640 a month, booked through an agency at a rate neither of them had ever questioned. The parking at Ruth's hospital was $210, because her shift pattern had her arriving after the staff car park filled.

Then they wrote the enough line. Chapter 2 sets it as the monthly figure that covers both absolute columns in full, with a margin chosen for the unexpected. They chose a margin of $500, for a figure of $6,330.

Santa Anna's notes on financial freedom describe what the enough line is for, and the passage is worth quoting in full because it names the trap the household had been living in:

> *If you don't define what enough means, you'll never feel prosperous no matter how much you have. The goalpost keeps moving.*[97]

And then the release that the definition makes possible: by setting the line "based on your actual values and needs", a person creates "a finish line."[97] Ruth and Daniel's average income was above their enough line by about $1,070 a month. Neither of them had known that. Ruth had been living as if it were below, because she had never seen the figure. Daniel had been living as if it were well above, because in good months it was.

The finer point here is that the household's average and its month were different instruments. An income that varies needs an enough line set against the slow months, not the average. In their slowest months, the household's income fell below the line. The work of the year, then, was not to cut. It was to smooth: to let the good months carry the slow ones on purpose rather than by accident.

The sufficiency question, first

Before the second evening, Ruth asked a question she had found in Santa Anna's book, and the household answered it before looking at any figures. Chapter 12 returns to this question; it belongs here too, at the household's own table. It is the reflection that closes one of his chapters:

> *When was the last time you experienced genuine sufficiency — the bodily sense of having what you need, wanting nothing more?*[98]

Ruth's answer was a night shift the previous spring when the ward was quiet and she sat with a cup of tea and a patient who could not sleep. Daniel's was a Saturday in his workshop, finishing a table for a client who had waited months for it. Leah's, after some resistance, was a holiday at a cousin's house where nobody had a schedule.

None of the three scenes involves spending money. All three involve time that was not owed to anyone. That is not proof of anything, and the composite was built to make the point visible. But it is the kind of evidence a household holds about itself that no budget can show it, and the house's practice puts it at the top of the ledger page so that the figures serve it.



The second evening: where the archive speaks

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER ELEVEN

The second evening: where the archive speaks

The second evening was the hard one, and the chapter would be dishonest if it pretended otherwise.

Running the capability map from chapter 4, the household named its domains: home, work, health, Esther, Leah's schooling, rest, money. Filling the "most alive" column first, as the tool asks, went well. Filling the money row did not.

Ruth wrote that the household was able to "meet its bills and save a little in good months." Daniel wrote that it was able to "do what it likes, within reason." The gap between those two sentences was the gap between their archives. Ruth had grown up in the quiet house; Daniel in the loud one. When Daniel suggested the household could take a holiday in the summer, Ruth's chest tightened in exactly the way Santa Anna describes in the passage on the bank balance: "Even if the number is objectively fine—even if you have more than enough—there's often a subtle bracing, a vigilance, a readiness for threat."[99]

What helped was not resolving the disagreement. It was naming it as a conversion problem rather than a character flaw. In capability terms, the household's money was being converted into very different felt lives by its two adults. Ruth's archive converted a surplus into anxiety, because surplus in her childhood had always preceded a shortfall. Daniel's archive converted a shortfall into denial, because shortfall in his childhood had always been followed by a good month and nobody had mentioned it. Neither conversion was wrong. Both were costing the household something.

The book offers a practice for exactly this, from the side of the body rather than the spreadsheet. It asks a person to notice, when money is discussed with a partner or family member, "what happens to both of your bodies?"[100] Ruth and Daniel tried it, a little awkwardly. Daniel noticed that he talked faster. Ruth noticed that she stopped breathing out. They agreed, as a rule for the household, that a money conversation would pause whenever either of them noticed their own pattern and said so. It sounds small. It is the household's version of chapter 10's hard conversation, and it is a rule they designed themselves.

The designed lines

With the ledger and the map in hand, the household turned to the designed column, which is where chapter 1's argument says the most room usually is. It found three designed scarcities worth working on, and one it decided to leave alone.

Esther's care. The paid carer cost $640 a month and covered two mornings a week. The other five days were covered, unevenly, by Ruth before her shifts and by Daniel when the workshop allowed. It was the largest designed line in the ledger and the largest source of friction in the week.

Looked at as a design, the problem was not the price of the agency. It was the shape of the arrangement: a fixed booking, chosen in a hurry after the fall, that matched neither of their schedules. The household did

three things. Ruth asked the agency for its rates on a different pattern and found that two shorter visits cost less than one long one. Daniel asked Esther, for the first time directly, what she wanted, and learned that she would rather have company at lunch than help in the morning. And they discovered, by asking around Esther's street, that a neighbour two doors down was already looking in on another resident at lunchtime and would welcome a small payment to add Esther. The care did not become cheaper by much. It became better matched, and the friction fell.

There is a caution in that paragraph that a household should not miss. Care for an ageing parent is one of the places where abundance language is most easily misused, inside families as much as in policy. "We can manage it ourselves" is sometimes true and sometimes a way of asking one person, usually a daughter, to absorb a cost nobody has counted. Chapter 3's bypass test applies at home: if a change asks anyone to accept less support because their attitude is expected to adjust, it has failed the test. The household checked that the new arrangement asked less of Ruth, not more, before it kept it.

The parking. The $210 a month was set by Ruth's shift start and the hospital's car-park rules. She asked her rota coordinator whether her late start could move by thirty minutes on the four days she drove; on two of those days it could. The saving was about half the line. The rest was material, at least for this year.

The card balance. The $6,300 on the credit card had sat near that figure for two years because the household paid the minimum and, in good months, spent a little more. This is the line where the chapter is most careful. It does not advise on debt; a household in this position should talk to a qualified, independent adviser. What the household itself did was a design change, not a financial product: it agreed that in any month where income exceeded the enough line, a fixed share of the excess would go to the card before anything else, and it wrote the share down. The card balance is a material constraint. The habit that kept it level for two years was designed, and the household redesigned the habit.

The line it left alone. Leah's phone plan was the most expensive in the house. It was also, she argued with some force, the way she kept up with the friends she had made after changing schools the year before. The household marked it relative, then partly absolute, and kept it. Chapter 3's argument about positional goods applies: some relative needs are worth keeping, and the point is to keep them knowingly.

The household's intangibles

The fourth tool, the intangible inventory from chapter 5, is built for firms, and the household was sceptical it would apply. It turned out to be the most revealing of the four.

Asked to name the household's most valuable intangibles, Ruth and Daniel listed: Ruth's knowledge of Esther's medications and medical history; Daniel's knowledge of the business's accounts and the household's tax position; Ruth's knowledge of the household budget, such as it was; Daniel's craft; the relationships

with Esther's neighbours; and Leah's knowledge of the household's digital accounts, passwords and subscriptions, which turned out to be more complete than either parent's.

Then they ran chapter 5's question about sunkenness: is it held by one person? Every one of the first four was. If Ruth were ill for a month, nobody else could safely manage Esther's medicines. If Daniel were ill, nobody else could read the business's books or file its returns. This is the studio's single-person standard from chapter 5 in domestic form, and it is the most common designed scarcity in households. Nobody chose it. It accumulated, the way the studio's detailing standards accumulated in one project leader's habits.

The fix was the studio's fix, made smaller. The household set one hour on Sunday evenings for what they came to call, without irony, the money hour. The first fifteen minutes followed the question from Santa Anna's *High Frequency Workbook*, which he sets as the step in a weekly practice:

> *"What does my money need from me this week?"*[101]

The workbook gives its own examples in brackets: "Pay a bill? Adjust a budget? Have a conversation with a partner about shared expenses? Simply be witnessed?" The household found that the last of those was the one it most often needed. The remaining forty-five minutes rotated through the single-person knowledge: one week Ruth walked Daniel through Esther's medicines, the next Daniel showed Ruth how the business's quarterly figures were put together, the next Leah showed both of them where the passwords were kept and which subscriptions nobody used. Within three months, each of the four single-person intangibles had a second keeper.

The workbook describes a household's money as "a financial ecology", the living system of "where it comes from, where it goes, what it nourishes, and what it starves", and adds: "Like any ecology, it can be either regenerative or extractive."[102] The money hour was the household's way of making its ecology regenerative in the most literal sense. Knowledge that had been sunk in one person began to circulate, and the household became less fragile without spending anything.

Leah

The chapter's most important change involved the person with the least money.

At the start of the year, Leah did not know what her parents earned and read the household's finances off its moods. By the third month she was attending the money hour every other week. She was not shown everything; Ruth and Daniel decided what a fifteen-year-old needed to carry and what she did not. But she was shown the enough line, the ledger's three totals and the fact that, on average, the household was above its line.

Her reported response, in the composite, was relief. She had assumed the household was closer to broke than it was, because the evenings when money was discussed were the evenings when something had gone

wrong. A household that only discusses money in a crisis teaches its children that money is a crisis. That lesson goes into the next archive, and the next generation brings it to its own table.

This is the household version of the series' argument about intangibles. What a child learns about money is the most durable intangible a household produces. It is costly to create, impossible to sell, and it compounds, in one direction or the other, for decades. A family that designs, on purpose, what its children see of money is investing in the one asset whose returns it will not live to count.



The year, read honestly

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER ELEVEN

The year, read honestly

At the end of twelve months the household ran the quarterly review from chapter 12 for the fourth time and compared the pages.

The enough line had moved once, by $150, when Esther's care was rearranged; the household decided that was a real change in need, not a goalpost moving, and wrote down why. The relative column had fallen by $90, when the gym went. The designed column had fallen by about $260, through the parking and the care arrangement. The card balance had come down, though by less than they had hoped, because Daniel's business had a slow autumn. Three of the four single-person intangibles had a second keeper; Daniel's tax knowledge was still mostly his.

None of those figures proves that the method works. They are a composite's figures, set to show what the record looks like. What the record does show, in a real household, is the thing chapter 9 asks of every measurement: a prediction written down before, a result checked after, and an honest note on the difference. Ruth and Daniel's prediction in month one had been that the card would be gone by the year's end. It was not. Their note says why: a slow autumn and a decision, made together in the money hour, to keep the summer holiday. They would make the same decision again.

The thing neither of them predicted was the evening in month nine when Ruth opened the bank app at eleven at night, out of habit, saw a figure that was below the enough line because Daniel's invoice had not cleared, and did not tense. She knew the line. She knew the slow months. She knew the invoice was coming because they had talked about it on Sunday. The archive spoke, and this time it was answered.



For households with less

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER ELEVEN

For households with less

This chapter has worked through a household above its enough line on average. Many households are not, and the chapter should say clearly what changes when the line is above the income rather than below it.

What changes is the first column. A household whose absolute, material needs exceed its income is facing material scarcity, and chapter 3's first question applies: if it is material, the claim is not an abundance claim and should be met with resources. Santa Anna's book is plain about this, in a sentence chapter 2 quotes and this chapter repeats because it is the floor of the whole argument: people in genuine material deprivation "need material resources, not consciousness shifts."[103] For such a household the tools still have a use, because knowing which constraints are material and which are designed is useful at any income, and the designed ones are often where public support, an employer's flexibility or a landlord's terms can be asked about. But no ledger closes a gap that is material, and no practice in this book should be used to suggest otherwise.

What does not change is the money hour, the second keeper and the conversation with the children. Those cost nothing, and a household with less has, if anything, more need of knowledge that does not sit in one person.

The table, again

The two archives do not go away. Ruth still stops breathing out when the post arrives, some mornings. Daniel still talks faster when a client is late to pay. What changed in the year was not their histories but the household's design: a line written down, an hour kept, knowledge shared, a child let in. The household is the same size, on the same income, in the same rented house. It is a little less afraid, and it knows why.

The money hour happens at the kitchen table, after the plates are cleared and before anyone reaches for a screen. Leah keeps the passwords. Esther, when she visits, has started to bring her own bank letters and ask for help reading them. The archive is being rewritten, one Sunday at a time, by the people who carry it.



The Tool: The Household Enough Line

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER ELEVEN

The Tool: The Household Enough Line

For a household of any size. One sitting of ninety minutes, then fifteen minutes a week. Keep every page.

1 · Before any figures, the sufficiency question (ten minutes). Each adult, and any child old enough, writes one recent moment when they had what they needed and wanted nothing more. Read them aloud. Note what the moments share.

2 · Name the two archives (ten minutes). Each adult answers in one sentence: what did money feel like in the house you grew up in? Then: what happens in your body when money is discussed now? Do not discuss the answers yet. Just read them.

3 · The ledger (thirty minutes). Run the Two-Column Ledger (chapter 2) on last month's real statements. Total the three columns:

	MONTHLY TOTAL
Absolute, material	
Absolute, designed	
Relative	

4 · Set the enough line (ten minutes). Absolute material + absolute designed + a margin you choose = the enough line: $. If income varies, also write the income in your slowest typical month: $. If the slow month is below the line, the year's work is smoothing, not cutting.

5 · The single-keeper list (fifteen minutes). List every piece of household knowledge held by only one person: medical, financial, legal, digital, care arrangements. For each, name a second keeper and the week the handover starts.

KNOWLEDGE	HELD BY	SECOND KEEPER	WEEK IT STARTS

6 · Choose one designed line to redesign (ten minutes). One only. Write: the line, what sets it (a booking, a schedule, a habit, a contract term), the one question you will ask and of whom, and by when. Check it against the bypass test: does the change ask anyone in the household to absorb more unpaid effort? If yes, choose again.

7 · Set the weekly money hour (five minutes). Day: · Time: · The first question every week: *What does our money need from us this week?* · The rest of the hour rotates through the single-keeper list.

8 · Decide what the children see (five minutes). What will you show a child of this age: the enough line, the three totals, the slow months? Write it down so both adults show the same thing.

9 · Date the page. In a quarter, re-run steps 3, 4 and 5 and bring them to the Quarterly Enough Review (chapter 12). The useful measure is whether the enough line held still while the other figures moved, and how many single-keeper lines now have two keepers.

This tool is not financial advice. Decisions about debt, savings, pensions, insurance and investments belong with a qualified, independent adviser who knows the household's full position.

A note on method

The household in this chapter is a composite built for teaching. Ruth, Daniel, Leah and Esther are not real people; every figure, event and outcome was set by the writer to illustrate the method, and none is evidence that the method produces any result. Nothing in this chapter is financial, legal or investment advice.

CHAPTER TWELVE

The Art of Life Itself



The Art of Life Itself

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER TWELVE

The permanent problem

Near the end of "Economic Possibilities for our Grandchildren", after he has forecast that the economic problem will be solved within a century, John Maynard Keynes turns to what comes after it. He calls it man's "real, his permanent problem":

> *how to use his freedom from pressing economic cares, how to occupy the leisure, which science and compound interest will have won for him, to live wisely and agreeably and well.*[104]

And then he says who will manage it. Not the money-makers, who "may carry all of us along with them into the lap of economic abundance", but "those peoples, who can keep alive, and cultivate into a fuller perfection, the art of life itself and do not sell themselves for the means of life".[104]

Chapter 2 quoted the sentence just before that passage and moved on. This chapter stays with it, because the whole book has been leading here. Chapter 1 made one claim: that much of the scarcity a well-resourced firm or household lives inside is designed, and that what is designed can be redrawn. Chapter 3 tested the claim against five fair objections and kept what survived. Chapters 4 and 5 read it through Amartya Sen's capabilities and the intangible economy. Chapters 6 and 7 found it at work in public cases, in firms that opened their patents and in the working-time trials. Chapters 8 to 11 turned it into practice for a leader and for a household. What remains is to read the whole as one thing, to set it beside its neighbours, to grade honestly what it has shown, and to say what Keynes's art of life asks of a reader who has finished the book.

Ammanuel Santa Anna's *Ecstatic Economics* frames Keynes's permanent problem in the body rather than in the calendar. Its most compact statement of the point comes in a passage on what Buddhist economics adds to the house's own:

> *An economy driven by craving will produce scarcity regardless of material abundance.*[105]

That sentence is the reason a book about budgets and ledgers ends with a chapter on the art of life. The tools in this book can find designed scarcity and remove it. They cannot, by themselves, make a person or a team feel that enough has arrived. That second thing is slower, and it is what Keynes meant.

The living-systems reading of the whole

The house reads economies, firms and households as living systems. The phrase is easy to say and easy to use loosely, so it is worth saying exactly what it adds to the argument of this book.

A machine has parts and a purpose given from outside. If a machine is short of something, the shortage is a fact about its inputs. A living system is different in one decisive way: much of what it has, it makes, and how much it makes depends on how well it circulates what it already holds. A forest that loses a tree does

not experience a shortage of trees. Santa Anna, writing on Elinor Ostrom's commons, puts the contrast in two sentences:

> *Living systems don't run on lack; they run on surplus management. A healthy forest doesn't panic when a tree falls; it composts the fall into soil.*[106]

Read that way, the four kinds of scarcity from chapter 1 look different. Material scarcity is a real limit at the boundary of the system, and no amount of good circulation removes it; the doughnut's ecological ceiling, discussed below, is a material limit of exactly this kind. Positional scarcity is competition inside the system for a place that only one organism can hold, and it is part of every ecology. But designed and habitual scarcity are something else. They are blockages in circulation: knowledge that does not move because the rule says it belongs to one team, hours that do not return because the habit was set in a leaner year, money that sits in an account nobody opens because looking at it feels dangerous. In a living system, those blockages are where the shortage comes from. Remove them, and the system makes more of what it needs.

That is the reading the book has used throughout, mostly without naming it. Chapter 5's intangible inventory is a map of what circulates and what is held. Chapter 6's patent releases are firms choosing to let one kind of knowledge circulate beyond their own walls, and the chapter was careful to say how little is yet known about what that did for them. Chapter 4's capability map is an account of which of a person's or a team's functions are alive and which are blocked. The Luminous 100, the house's set of upgrades to the standard management frameworks, reads the familiar SWOT analysis in the same spirit, describing the organisation as something other than a fixed object:

> *The organization is not a static object to be diagnosed, but a living system continuously disclosing itself*[107]

The practical difference is in the question a leader asks. A machine reading asks: what are we short of, and where do we get more? A living-systems reading asks first: what do we already hold that is not moving, and what stops it? The second question is not a substitute for the first. When the shortage is material, the first question is the right one. But for a well-resourced firm or household, the second question is usually the one that has not been asked, and it is the one this book has tried to equip.

Santa Anna's field guide states the standard a living system is held to:

> *It means systems generate more than they consume.*[108]

A firm that trains its people, keeps its knowledge searchable and lets its teams use what other teams have already built is generating more than it consumes in exactly the sense that matters here. A firm that makes each team rebuild what another team has is consuming its own stock. Neither has to be large or small, rich or poor, for the description to hold.

The neighbouring books

No single idea in economics stands alone, and this book is one of ten in the Ecstatic Economics series. Five of its neighbours meet it closely, and each adds something this book needs and corrects something it might overstate.

The commons. Elinor Ostrom's work, read in *The Commons*, is the long empirical answer to the most common argument for scarcity: that any shared resource will be overused unless it is privatised or controlled by the state. Ostrom found communities that had governed fisheries, forests and irrigation for generations by rules they designed themselves. What that book adds here is a warning this one needs. Abundance in a shared resource is kept by rules, boundaries and monitoring, not by goodwill. Designed scarcity can be redesigned, but so can designed abundance be lost, and the rules that keep it have to be written, enforced and revised.

The gift. The book on gift, reciprocity and trust reads Marcel Mauss on the obligations a gift creates, George Akerlof on wages paid above the market as a gift returned with effort, and Ernst Fehr's experiments on reciprocity. It supplies the mechanism by which the intangible economy of chapter 5 actually circulates. Knowledge is shared in a firm, or not, according to whether people trust that sharing will be returned. An open library inside a firm stays closed in practice if people fear that what they share makes them replaceable. Designed abundance in knowledge depends on reciprocity, and reciprocity is a culture before it is a system.

The doughnut. Kate Raworth's doughnut, read in the book on the economy inside the biosphere, sets two boundaries: a social foundation below which no one should fall, and an ecological ceiling above which the economy should not rise. It is the clearest corrective to everything this book says. The argument about designed scarcity applies to the space between the two rings. Below the foundation, people need material resources. Above the ceiling, some scarcities are real and growing, and calling them designed would be false. Santa Anna's book takes the doughnut as given and adds a question to it, how alive people feel in the economy, which is the question this book has tried to make answerable in a household's or a team's own records.

Complexity. The book on complexity economics reads W. Brian Arthur's increasing returns, which is the technical account of why intangible capital, once accumulated, tends to compound, and why small early choices about how knowledge circulates can lock in for years. It explains why the designed blocks of chapter 5 are worth removing early.

Patient capital. The book on purpose and patient capital reads Colin Mayer's case that a firm's purpose should govern its finance, rather than the reverse. That is the governance a firm needs if it is to invest in intangibles whose returns take years, and it is the governance that the shrinking horizon described in chapter 1 makes hardest to keep.

A reader who wants to go on from this book will find each of those five a natural next step, and each begins where a chapter here ends: the commons from chapter 3, the gift from chapter 5, the doughnut from chapter 4, complexity from chapter 6 and patient capital from chapter 8.



What abundance does not mean

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER TWELVE

What abundance does not mean

Before the grading, one clarification that the whole book has been circling, and that Santa Anna states more crisply than this book could:

> *Abundance doesn't mean everything is free. It means nothing essential is financially out of reach.*[108]

The sentence refuses the naïve version of abundance, in which prices disappear and work is optional, which chapter 3 showed does not survive contact with positional goods, the rising cost of new ideas or the economics of making things. And it sets a test that is both demanding and checkable. For a household, the essentials are the absolute needs of chapter 2's ledger, and the enough line of chapter 11. For a firm, they are the capabilities of chapter 4 without which its people cannot do their work well. For a society, they are the social foundation of the doughnut. In each case, abundance means those things are within reach, and the rest can be priced, chosen and enjoyed.

The practices that put this to work are in chapter 8 for a leader and chapter 11 for a household. They are not repeated here. What follows is the one practice that holds them together across a year, and before it, the honest account of what the book has and has not shown.



What this book cannot show

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER TWELVE

What this book cannot show

A book that asks its readers to grade evidence should grade its own. Here is the grading, in the same four bands that chapter 3's Abundance Claim Grader uses.

Grade A: well supported by primary sources read for this book. Keynes's essay says what this book quotes it as saying; the text was read for it. Robbins's definition is on page 15 of his first edition. The long record of working hours assembled by Huberman and Minns supports the claim that hours fell for decades and then fell much more slowly.[109] The intangible-economy research supports the claim that firms invest heavily in

what their balance sheets cannot see. The figures in the case chapters are taken from the organisations' own reports, and the case chapters say where those reports stop.

Grade B: carefully argued frameworks, not measurements. Sen's capability approach is a framework for what to measure, argued over decades and widely used; it does not by itself show that any practice works. The four kinds of scarcity are this book's own sorting, built from Keynes, Hirsch and Santa Anna. They are a working frame. They are useful if they change what a reader decides, and the only evidence for that is the reader's own record.

Grade C: contested research. The research on scarcity and cognition, beginning with Mani, Mullainathan, Shafir and Zhao in 2013, found that financial pressure appeared to reduce cognitive performance.[110] Its laboratory analyses were challenged on methodological grounds by Wicherts and Scholten the same year,[111] and later work has found smaller or no effects in some settings. The book relies on it only to describe a pattern people recognise, not to prove one. The research on income and well-being is now more settled than it was, and it does not support a natural ceiling on enough. The 2023 reanalysis by Killingsworth, Kahneman and Mellers confirmed a flattening pattern "only for the least happy people", and found that happiness "increases steadily with log(income) among happier people, and even accelerates in the happiest group".[112] That is a reason for the book's insistence that each household sets its own enough line rather than borrowing one from a study.

Grade D: not shown at all. No study cited in this book shows that a household which keeps a two-column ledger becomes happier, or that a firm which opens its knowledge library becomes more profitable. The case chapters show that firms released patents and that working-time trials reported their results; they do not show what would have happened otherwise, and the trials had self-selected participants, the British pilot ran six months with no control group, and Iceland's control workplaces were few. The composite studio and the composite household in chapters 5 and 11 illustrate a method; they are not evidence that it works. Santa Anna's descriptions of how scarcity is felt in the body are an author's account of an inner pattern, offered from long practice, not findings of a trial.

What the book does claim is narrower than its title might suggest. It claims that the distinction between material, positional, designed and habitual scarcity is real and can be drawn by anyone with a page of figures and an honest hour. It claims that drawing it changes what a person or a team decides to do next, because a designed constraint invites redesign where a material one invites resources and a positional one invites a choice. And it claims, with Santa Anna's book, that this work has an inner side: that a person whose body has not registered sufficiency will tend to reproduce scarcity whatever the figures say. His sentence on this is short: "Your body is an archive."[105] The archive is what a quarterly review slowly rewrites.

Those claims are offered to be tested, and chapter 9's Prediction Register is how. Over a year, a household's or a team's own record, predictions written before and results checked after, is better evidence about that household or team than any study cited here, because it is about the only case its keepers can change.



For those who run something larger

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER TWELVE

For those who run something larger

Most of this book has been written at the scale of a household or a team. Its argument scales, and so do its cautions.

A leader of a large organisation will find designed scarcity in larger forms: a budgeting process that rewards departments for spending their allocation by year-end, a promotion system that makes knowledge-sharing a loss of standing, a procurement rule that makes the organisation pay twice for what one division already owns. Each of these is a policy, and each can be redrawn by the people with authority over it. The

Alpha Stakeholder Map is the house's instrument for seeing who holds that authority and who bears the cost of the current design.

The caution scales too. In a large organisation the language of abundance is easily borrowed to justify asking more of the same people, and chapter 3's bypass test applies with full force. 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. Chapter 10 gave the scripts for saying so in the rooms where it matters. The work is to remove designed blocks, not to rename shortages.



The kitchen

HAUTE LUMIÈRE · ENOUGH BY DESIGN · CHAPTER TWELVE

The kitchen

Santa Anna's best image for abundance is not a harvest or a vault. It is a room where something is being made:

> *Abundance is not a buffet where everyone grabs the last roll before it disappears. It is a kitchen that learns to bake while you are still eating.*[113]

It is a modest image, and that is its strength. A kitchen has real limits: the size of the oven, the flour in the bin, the hours before people are hungry. Nobody pretends those away; they are the material scarcity of chapter 1, and they are met with flour. But a kitchen is also a place of method, practice and accumulated knowledge, of recipes that improve and skills passed from one cook to the next. How much it can feed depends less on the size of the bin than on how well it is run and how freely its knowledge moves. A kitchen where only one person knows the bread has designed its own shortage. A kitchen that still cooks for a lean winter in a good spring is living inside a habit.

The image is also, quietly, the living-systems reading of this whole book. A buffet is a machine: a fixed stock, drawn down. A kitchen is a living system: it makes, it learns, it circulates, and on a good night it has more at the end than it seemed to have at the start.

For readers who want to do this work with a guide rather than alone, Santa Anna works with a small number of leaders and households one to one on the practice this book describes, and the first conversation begins at the house.

Keynes thought the art of life itself would be the hardest thing his grandchildren had to learn. He may have been right. It is a slow art, practised one quarter at a time, with a page of figures and an honest hour. Some of it can be planned. Some of it happens late, at a table, when a household notices that it has enough and the evening is its own.

The letter Keynes wrote in 1930 is nearly at its date. What remains of it is the question it was always asking, and a kitchen at the end of the day, the oven still warm, bread cooling on the board.

The Tool: The Quarterly Enough Review

One page that holds the book's tools together. For a household or a team. Ninety minutes, once a quarter. Keep every page; after four quarters the pages are the record chapter 9 asks for.

Date: · Present:

1 · Sufficiency (five minutes, before any figures). Each person writes one moment from the last quarter when they had what they needed and wanted nothing more. Read them aloud.

2 · The ledger (fifteen minutes). From the Two-Column Ledger (chapter 2) and the Household Enough Line (chapter 11):

	LAST QUARTER	THIS QUARTER
Absolute, material		
Absolute, designed		
Relative		
The enough line		

Did the enough line hold still? yes / no. If it moved, why?

3 · One claim sorted and graded (ten minutes). From the Four Kinds (chapter 1) and the Abundance Claim Grader (chapter 3). The scarcity most often cited this quarter: · Material / positional / designed / habitual · Evidence grade A–D: · Bypass check passed? yes / no

4 · The capability map (twenty minutes). From the Capability Map (chapter 4). Domains where a blocked gap closed this quarter: · New blocked gaps: · The one designed block to change next: · Owner:

5 · The intangible stock (ten minutes). From the Intangible Inventory (chapter 5) and the Open-Library Test (chapter 6). The most valuable intangible held by only one person: · What was done this quarter to share it: · Ratio of intangible to tangible investment this quarter (teams):

6 · The hours (five minutes). From the Hours Ledger (chapter 7). Hours given to work this quarter, and hours returned: · Did any returned hours go back to work by habit?

7 · Last quarter's prediction (ten minutes). From the Prediction Register (chapter 9). What was predicted, written before: · What happened: · Keep / grow / stop:

8 · One conversation (five minutes). From the Conversation Card (chapter 10). The conversation this quarter's change needs, and with whom:

9 · One seed (ten minutes). Small enough to start this week. If it is a team's change, enter it on the Twelve-Week Charter (chapter 8). The change: · Owner: · Prediction:

The workbook at the back of the book holds every tool named here in full.

A note on method

The descriptions of the neighbouring books summarise their subjects as the series sets them; the scholarly claims attributed to Ostrom, Mauss, Akerlof, Fehr, Raworth, Arthur and Mayer are developed and cited in those books. The statement that later work found smaller or no scarcity-cognition effects in some settings is a summary of the dispute set out and cited in chapter 3.

APPENDIX

The Workbook



The Workbook

HAUTE LUMIÈRE · ENOUGH BY DESIGN · APPENDIX

How to use this workbook

Every chapter of this book ends with a tool. This appendix gathers all twelve in one place, in the order a team or household is most likely to use them, and adds a ninety-day plan for each. The tools are reproduced as they appear in their chapters, so that a reader can photocopy or print these pages and work from them without turning back. Where a tool refers to another chapter, the chapter holds the reasoning; the page here holds the practice.

Two rules from the body of the book govern every page that follows. First, a prediction is written before a change and checked after it (chapter 9). Second, no change made with these tools asks anyone to do more with less because their attitude is expected to adjust (chapters 3 and 10). A tool used against either rule is being misused, however well the page is filled in.

Ammanuel Santa Anna's *Ecstatic Economics* ends one of its practical chapters with a question that suits the first page of any workbook: what is the smallest viable experiment that would move you toward the economy you want? "Not a grand transformation, but a seed — something small enough to start this week."[114] Every plan below is built from seeds of that size.

Nothing in this workbook is financial, legal or investment advice. Decisions about debt, savings, pensions, insurance and investments belong with a qualified, independent adviser who knows the full position.

The order of the tools

ORDER	TOOL	CHAPTER	WHO	TIME
1	The Four Kinds	1	anyone	20 minutes
2	The Two-Column Ledger	2	household, or a team's budget	1 hour
3	The Abundance Claim Grader	3	leader, or anyone with a claim to test	15 minutes a claim
4	The Capability Map	4	household, or team up to twelve	90 minutes
5	The Intangible Inventory	5	leader with finance lead; household	two sittings of 2 hours
6	The Open-Library Test	6	leader	1 hour
7	The Hours Ledger	7	team, or household	1 hour
8	The Twelve-Week Charter	8	leader and three named roles	1 hour, then weekly
9	The Prediction Register	9	anyone making a change	2 minutes before, 10 after
10	The Conversation Card	10	leader, or adult in a household	20 minutes a conversation
11	The Household Enough Line	11	household	90 minutes, then 15 a week
12	The Quarterly Enough Review	12	household, or team	90 minutes a quarter

The ninety days, for a leader

The twelve weeks of chapter 8 are the backbone. This plan sets the tools against them, with the decision due at the end of each stretch.

Days 1 to 7 · See the scarcity. Run the Four Kinds alone on the three constraints you cite most often. Run the Abundance Claim Grader on the one you cite most of all. Fill a Conversation Card for your board or owner, and for your finance lead. *Decision by day 7:* is the work worth twelve weeks of your attention, and can you make the bypass promise honestly? If not, stop here.

Days 8 to 14 · Name the roles and the promise. Write the Twelve-Week Charter: sponsor, steward, finance lead, sceptic. Hold the conversations from your cards, in that order. Put the bypass promise in writing and give a copy to the staff representative, if there is one. *Decision by day 14:* the charter is signed, and the sceptic has accepted the role.

Days 15 to 28 · Count. With the finance lead, run the Intangible Inventory on last year's accounts. With the team, run the Hours Ledger on a typical fortnight. Open the first page of the Prediction Register and record the baselines: blocked gaps, single-keeper knowledge, time to an answer. *Decision by day 28:* the baseline is counted twice where the measure is noisy, and the method of each count is written down.

Days 29 to 42 · Map. With the team, run the Capability Map, filling the "most alive" column first. Run the Open-Library Test on the team's three most valuable intangibles. Sort every gap into chosen and blocked. *Decision by day 42:* one blocked gap, in the "designed, ours" class, chosen as the change.

Days 43 to 49 · Predict. On a new page of the Prediction Register, write the change, a leading prediction for day 90 and a lagging one for a year. Let the sceptic read it before anything is done. *Decision by day 49:* the prediction is written and the sceptic has signed it.

Days 50 to 84 · Make the one change, and nothing else on purpose. Hold a fifteen-minute check weekly. Note anything else that changes in the period, from staff turnover to a large client, in the register's "what else changed" line.

Days 85 to 90 · Read it honestly. The sceptic reads the leading figure aloud first. Fill the register's reading and decision. Run the Quarterly Enough Review with the team. *Decision by day 90:* keep, grow or stop; and the next seed.

The ninety days, for a household

Days 1 to 7 · Sufficiency first. Each adult, and any child old enough, answers the sufficiency question from the Household Enough Line: one recent moment of having what was needed and wanting nothing more. Then each adult names, in one sentence, what money felt like in the house they grew up in. Nothing else this week.

Days 8 to 14 · The ledger and the line. Run the Two-Column Ledger on last month's real statements. Set the enough line, and, if income varies, write the slowest typical month beside it. Use a Conversation Card before this evening if money talks in the household tend to go badly.

Days 15 to 21 · The single keepers. List every piece of household knowledge held by one person: medical, financial, legal, digital, care. Name a second keeper for each and the week the handover starts. Set the weekly money hour: day, time, and its first question, "What does our money need from us this week?"

Days 22 to 35 · The map. Run the Capability Map on the household's domains, "most alive" column first. Sort the gaps into chosen and blocked. Choose one designed block that the household itself set, and check it against the bypass test: does changing it ask anyone in the house to absorb more unpaid effort?

Days 36 to 42 · Predict. Write the change and its prediction on a page of the Prediction Register. If the household has older children, decide together what they will be shown: the enough line, the three totals, whether the household is above or below the line on average.

Days 43 to 84 · Keep the hour. The weekly money hour, fifteen minutes on the week's needs, the rest rotating through the single-keeper list. Make the one change. Note what else happens in the household's life.

Days 85 to 90 · The first review. Run the Quarterly Enough Review. Did the enough line hold still while the other figures moved? How many single-keeper lines now have two keepers? Was the prediction right? Choose the next seed.

1 · The Four Kinds (chapter 1)

One page. Ten minutes. For a leader, a team or a household. Use it on any constraint you have cited more than once this month as a reason something cannot be done.

The constraint, in one sentence:

Who first said it was short, and when?

Sort it. Tick every kind that applies, and estimate the share of each. Most constraints are a mixture.

KIND	THE QUESTION THAT IDENTIFIES IT	APPLIES?	ROUGH SHARE
Material	Is there a real limit in the world: a quantity, a deadline, a sum in the account?	☐	__%
Positional	Is the value in a rank that only some can hold? Would it matter if everyone had it?	☐	__%
Designed	Is the shortage produced by a rule, a measure, a process or a definition that someone could change?	☐	__%
Habitual	Was it set in different conditions? Would it be set the same way today?	☐	__%

What each kind asks of you.

- Material: resources, or a better use of what there is. Never a change of attitude.
- Positional: a choice. Compete for the rank, or step out of this race.

Designed: redesign. Who holds authority over the rule?

Habitual: review. What was the original reason, and does it still hold?

The one move this week, on the largest designed or habitual share:

Check it against the bypass line. Does the move ask anyone to accept less material support because their attitude is expected to change? If yes, it is not a move this book recommends. Rewrite it.

Keep the page. Chapter 2's Two-Column Ledger and chapter 3's Abundance Claim Grader both begin where this one ends.

2 · The Two-Column Ledger (chapter 2)

A household tool for separating Keynes's two kinds of need, and the two kinds of constraint inside them. One page, one hour, once a quarter.

1 · List the month's outgoings in one column. Use last month's real statements, not a budget. Every line, rounded to the nearest whole unit of currency.

2 · Mark each line A or R.

- A (absolute): you would need this whatever anyone around you had. Shelter, food, warmth, care, getting to work, health, a child's schooling at a decent standard.
- R (relative): some or all of its value lies in where it places you beside others. Be honest and unashamed. Many lines are part A and part R; split them, with a figure for each part.

3 · For every A line, mark M or D.

- M (material): the constraint is physical or contractual and cannot be changed this year.
- D (designed): the amount is set by a rule, a habit, a contract term or an institution that could, in principle, be different. Write in one phrase what sets it.

4 · Total four figures.

	MONTHLY TOTAL
A · M (absolute, material)	
A · D (absolute, designed)	
R (relative)	
All outgoings	

5 · Write your "enough" line. The monthly figure that covers A·M and A·D in full, with a margin you choose for the unexpected. Write it down. This is the number Santa Anna's notes call the finish line.

6 · Answer three questions, one sentence each.

- Which R line would you most miss, and why? (It may be worth keeping. The point is to know it is R.)
- Which D line is set by something you could change in the next year: a contract, a commute, a subscription, a schedule?
- If income above the "enough" line arrived next month, what would you do with it that is not an R line?

7 · Date the page and keep it. Re-run in three months. The useful measure is not whether the totals fell. It is whether the "enough" line held still while the other figures moved.

3 · The Abundance Claim Grader (chapter 3)

Use this on any claim that something is "abundant", "artificially scarce" or "a mindset problem", whether it appears in a strategy paper, a vendor's pitch, a policy proposal or your own planning. One claim per sheet. Fifteen minutes.

The claim, in one sentence:

1 · What kind of scarcity is it about? Tick one.

- [ ] Material: a physical or contractual limit that would exist under any rules.
- [ ] Positional: the good's value lies in being scarcer than others'.
- [ ] Designed: a rule, licence, price or process creates the limit.
- [ ] Habitual: the limit has outlived its cause; it is still felt, though the figures show sufficiency.

If it is material, stop. The claim is not an abundance claim and should be met with resources.

2 · Who designed the limit, and who benefits from it? Name both. If you cannot, the claim is not ready to act on.

3 · What is the evidence, and what grade is it?

GRADE	MEANING
A	Several independent studies, including at least one large or natural experiment, in the same direction
B	One good study, or several small ones, not yet challenged
C	Contested: studies in both directions, or a well-known failure to replicate
D	An argument or a case, without measurement

Write the grade and one sentence on what the evidence cannot show.

4 · Copying or creating? If the claim concerns knowledge, skill or information: is the value in circulating what exists (usually cheap) or in producing what does not yet exist (usually costly)? Write which.

5 · The bypass test. Does acting on the claim require anyone to accept less material support because their attitude is expected to change? If yes, rewrite the claim until the answer is no.

6 · The decision. In one sentence: what will you do differently because of this claim, by when, and how will you know in three months whether it was right?

4 · The Capability Map (chapter 4)

For a household or a team of up to twelve. One sheet, ninety minutes the first time, thirty minutes each quarter after.

1 · Name six to eight domains. For a household: home, work, health, learning, close relationships, community, rest, money. For a team: the work itself, skill, collaboration, the people it serves, the tools, rest and pace, money, standing in the wider organisation. Use your own names.

2 · For each domain, fill one row.

DOMAIN	WHERE IT IS MOST ALIVE NOW (ONE LINE)	WHAT WE ARE ABLE TO DO AND BE HERE (CAPABILITY)	WHAT WE ACTUALLY DO AND ARE (FUNCTIONING)	MAIN RESOURCE IT DRAWS ON	MAIN CONVERSION FACTOR HELPING	MAIN CONVERSION FACTOR BLOCKING

Fill the "most alive" column first, for every domain, before any other column. This is the vitality map's order.

3 · Mark each gap between capability and functioning.

- C (chosen): we could, and we choose not to, this season. Leave it, and write that it is a choice.
- B (blocked): we would, and something converts our resources poorly. Go to step 4.

4 · For each B, classify the blocking factor. These match the four kinds of chapter 1.

- Material: a physical limit — distance, health, a fixed sum.
- Designed, ours: a rule, schedule or contract we set and can change.
- Designed, theirs: a rule set by an employer, landlord, institution or market that we can raise, negotiate or route around, but not change alone.
- Habitual: a pattern that has outlived its cause and that everybody keeps — the way the week has always run.

5 · Choose one B in the "designed, ours" or "habitual" class. Write the one change that would improve its conversion, who will make it, and by when. One only.

6 · Choose one strong domain and name how its vitality could reach a weaker one. For example: the evening walk that is already the best hour of the day becomes the place where the money conversation happens.

7 · Date the sheet. In a quarter, re-fill steps 2 and 3 only, and compare. The measure is the number of B gaps that have become C or closed — not the number of resources added. Chapter 9's Prediction Register shows how to write down, before the quarter starts, what you expect to change.

5 · The Intangible Inventory (chapter 5)

For a firm of any size, or a household. Two sittings of two hours, with last year's accounts and, for a firm, timesheets or a fair estimate of time.

1 · Count the tangible investment. Last year's spending on things you can touch that will last more than a year. One figure: $

2 · Count the intangible investment, by class. For each line, write the figure and where it came from.

CLASS	WHAT TO LOOK FOR	FIGURE	SOURCE
Computerised information	Software, data, the time spent maintaining them		
Innovative property	Unbilled time spent creating something lasting: designs, methods, libraries, tested improvements. For a household: learning a craft, building a repertoire		
Economic competencies	Training, mentoring time, reputation work, time spent improving how things are run. For a household: courses, teaching children, maintaining relationships		
Total			

Time is costed at a fair hourly figure: for a firm, the fully loaded cost from payroll; for a household, whatever hourly figure you choose, written down.

3 · Write the ratio. Intangible investment ÷ tangible investment = . Note it; do not judge it yet. For orientation only: Corrado, Hulten and Sichel found the two roughly equal across U.S. business at the end of the 1990s. Your own ratio is a fact about you, not a score against them.

4 · Run the four questions on your three most valuable intangibles.

INTANGIBLE	SCALABLE: WHO COULD USE IT WHO DOES NOT?	SUNK: IS IT HELD BY ONE PERSON?	SPILLOVERS: DOES IT LEAK OUT FASTER THAN IT CIRCULATES IN?	SYNERGIES: WHICH OTHER INTANGIBLE SHOULD IT BE JOINED TO?

5 · For each named gap, write the policy that creates the scarcity. A file format, a habit, a rule about who may change something, a missing hour. One phrase each.

6 · Choose one change, the seed. Small enough to start this week. Write the change, who owns it, the cost in money or hours, and the prediction of what it will save or make possible within a year. Enter the prediction in chapter 9's Prediction Register.

7 · In a year, re-count steps 2 and 4 and check the prediction. Keep both sheets.

6 · The Open-Library Test (chapter 6)

One page per item of knowledge. Use it on the five most valuable entries in your Intangible Inventory from chapter 5. Done first by the person closest to the knowledge, then reviewed with one sceptic.

1 · The item

What it is, in one line:

Who made it, and roughly what it cost to make:

Where it lives now (a person, a folder, a system, a patent):

Date of this test:

2 · The fence

Who can use it today:

Who cannot, and would benefit:

Why the fence was put up, as best anyone remembers:

- Is that reason still true? yes / no / unsure

3 · Document or know-how

What part of this can be written down and shared:

What part lives only in judgement or practice:

Which of the two is the valuable half?

4 · The four properties (from chapter 5)

PROPERTY	QUESTION	ANSWER
Scalability	How many more people could use it at no extra cost?	
Sunkenness	What would be lost if the one person holding it left?	
Spillovers	Does its value leak out faster than it circulates in?	
Synergies	What other item is it worth more beside?	

5 · The shape of the gate

Choose one, and write the terms in a sentence.

- [ ] Keep the fence; the reason still holds.
- [ ] Open inside the organisation (or household) only.

[ ] A pledge: free to use, with a stated condition. Condition:

[ ] A licence: free or priced, by agreement, with an end date. Date:

- [ ] Open fully.

6 · What sits beside it

What do you still provide that becomes more valuable if this is open (support, training, the know-how)?

Will that be offered, and on what terms?

7 · The prediction

Written before anything changes.

What you expect to change, and by how much:

How you will count it:

The date you will look:

What result would tell you to close the gate again:

Keep the page. Chapter 8 places this test in week five of the twelve-week charter, and chapter 9 adds the prediction to the register.

7 · The Hours Ledger (chapter 7)

A one-page instrument for a team, or a household, that wants to know which of its hours are material, which are designed and which are habit, before it changes any of them. It borrows Reykjavík's application form and the British preparation period. One page per team; one hour to fill in; review at the end of each month for three months.

1 · The baseline, as it is

Contracted hours per week:

Hours actually worked, average of the last four weeks (count, do not estimate):

Overtime, paid and unpaid, per person per month:

Work done on days off, rough hours per month:

Who absorbs the hours nobody else will (name roles, not people):

2 · Where the hours go

List the five largest regular uses of time, and mark each.

USE OF TIME	HOURS PER WEEK	MATERIAL (THE WORK REQUIRES IT) / POSITIONAL (IT SIGNALS) / DESIGNED (A RULE OR PROCESS MADE IT) / HABIT	COULD IT BE SHORTER, SHARED OR REMOVED?

3 · The application form

Written before any hours change.

The service or output that must be kept:

How it will be kept on fewer hours (the redesign, in a sentence):

Three indicators that will show whether it held: · ·

What would tell you to stop:

4 · What moves

Filled in monthly once the change begins.

Hours actually worked:

Overtime and work on days off:

Handover or coordination problems noticed:

- Whether the people in charge shortened their own hours: yes / no / partly

5 · How people are

Ask the same three questions before and after, of the same people, and record how many answer each time.

Stress, 1 (never) to 5 (all the time):

Tiredness at the end of the week, 1 to 5:

Would you go back to the old hours? yes / no / for what:

Response count, before and after: /

6 · The honest reading

What changed, and by how much:

What else changed in the same months that could explain it:

What this result cannot show:

Keep the page. Chapter 8 places it in the twelve-week charter, and chapter 9 adds its predictions to the register.

8 · The Twelve-Week Charter (chapter 8)

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:

9 · The Prediction Register (chapter 9)

For a team or a household. One page per change. Fill in the top half before the change; the bottom half at each check. Keep every page in date order.

The change. In one sentence: · Chosen in: week ___ of the twelve weeks (chapter 8) / quarter ___ · Owner:

The kind of scarcity it addresses (chapter 1): material · positional · designed · habitual

Baseline (before the change).

MEASURE	HOW IT IS COUNTED	BASELINE COUNT 1	BASELINE COUNT 2 (IF NOISY)

Choose from: blocked gaps (chapter 4) · single-keeper knowledge (chapters 5, 11) · time to an answer (median of a sample) · intangible ratio (chapter 5) · the enough line's stability (chapters 2, 11) · your own.

Predictions (written before the change).

Leading: will move from ___ to ___ by (date, usually week twelve).

Lagging: will move from ___ to ___ by (date, usually a year).

What would tell us the change was not made as designed:

Check 1 (week twelve). Leading figure: ___ · One sentence on what happened: · What else changed in this period: · Read by the sceptic: name · Their question:

Check 2 (one year). Lagging figure: ___ · One sentence on what happened: · What else changed:

Reading. Tick one: came true · did not come true · right direction, smaller · something unpredicted. In one sentence, what did we learn?

Decision. Keep · grow · stop. Why, in one sentence:

Optimism note (at a year, across all pages). How many predictions came true, how many fell short, by roughly how much?

Measures here are descriptive. Do not tie any of them to pay, promotion or blame.

10 · The Conversation Card (chapter 10)

One card per conversation. Fill it in before the meeting, alone, in about twenty minutes. Keep it after.

1 · Who, and their role in the work. Board · finance · staff or representative · partner · family · sceptic · other:

2 · What they most likely fear, in their words, not yours. One sentence.

3 · What I do not know, that I will say in the first ninety seconds. One or two sentences.

4 · The bypass promise, as I will say it to this person.

Can I keep it? yes / no. If no, do not hold the conversation yet.

5 · The count I will bring. Ledger · Capability Map · Intangible Inventory · Prediction Register · other: . One figure from it that this person will recognise:

6 · What I will not say. At least one phrase I will avoid with this person (for example: "do more with less", "free up capacity", "money is energy", "scarcity mindset"):

7 · The question I will ask them. "What would you need to see for this to be trusted?" or my own version:

8 · After the conversation (five minutes). What did they say they fear? Was it what I wrote in step 2? What did they ask for? What did I commit to, and by when?

9 · File the card with the Prediction Register (chapter 9). At week twelve, read it again: did I keep what I promised in step 4?

11 · The Household Enough Line (chapter 11)

For a household of any size. One sitting of ninety minutes, then fifteen minutes a week. Keep every page.

1 · Before any figures, the sufficiency question (ten minutes). Each adult, and any child old enough, writes one recent moment when they had what they needed and wanted nothing more. Read them aloud. Note what the moments share.

2 · Name the two archives (ten minutes). Each adult answers in one sentence: what did money feel like in the house you grew up in? Then: what happens in your body when money is discussed now? Do not discuss the answers yet. Just read them.

3 · The ledger (thirty minutes). Run the Two-Column Ledger (chapter 2) on last month's real statements. Total the three columns:

	MONTHLY TOTAL
Absolute, material	
Absolute, designed	
Relative	

4 · Set the enough line (ten minutes). Absolute material + absolute designed + a margin you choose = the enough line: $. If income varies, also write the income in your slowest typical month: $. If the slow month is below the line, the year's work is smoothing, not cutting.

5 · The single-keeper list (fifteen minutes). List every piece of household knowledge held by only one person: medical, financial, legal, digital, care arrangements. For each, name a second keeper and the week the handover starts.

KNOWLEDGE	HELD BY	SECOND KEEPER	WEEK IT STARTS

6 · Choose one designed line to redesign (ten minutes). One only. Write: the line, what sets it (a booking, a schedule, a habit, a contract term), the one question you will ask and of whom, and by when. Check it against the bypass test: does the change ask anyone in the household to absorb more unpaid effort? If yes, choose again.

7 · Set the weekly money hour (five minutes). Day: · Time: · The first question every week: *What does our money need from us this week?* · The rest of the hour rotates through the single-keeper list.

8 · Decide what the children see (five minutes). What will you show a child of this age: the enough line, the three totals, the slow months? Write it down so both adults show the same thing.

9 · Date the page. In a quarter, re-run steps 3, 4 and 5 and bring them to the Quarterly Enough Review (chapter 12). The useful measure is whether the enough line held still while the other figures moved, and how many single-keeper lines now have two keepers.

This tool is not financial advice. Decisions about debt, savings, pensions, insurance and investments belong with a qualified, independent adviser who knows the household's full position.

12 · The Quarterly Enough Review (chapter 12)

One page that holds the book's tools together. For a household or a team. Ninety minutes, once a quarter. Keep every page; after four quarters the pages are the record chapter 9 asks for.

Date: · Present:

1 · Sufficiency (five minutes, before any figures). Each person writes one moment from the last quarter when they had what they needed and wanted nothing more. Read them aloud.

2 · The ledger (fifteen minutes). From the Two-Column Ledger (chapter 2) and the Household Enough Line (chapter 11):

	LAST QUARTER	THIS QUARTER
Absolute, material		

	LAST QUARTER	THIS QUARTER
Absolute, designed		
Relative		
The enough line		

Did the enough line hold still? yes / no. If it moved, why?

3 · One claim sorted and graded (ten minutes). From the Four Kinds (chapter 1) and the Abundance Claim Grader (chapter 3). The scarcity most often cited this quarter: · Material / positional / designed / habitual · Evidence grade A–D: · Bypass check passed? yes / no

4 · The capability map (twenty minutes). From the Capability Map (chapter 4). Domains where a blocked gap closed this quarter: · New blocked gaps: · The one designed block to change next: · Owner:

5 · The intangible stock (ten minutes). From the Intangible Inventory (chapter 5) and the Open-Library Test (chapter 6). The most valuable intangible held by only one person: · What was done this quarter to share it: · Ratio of intangible to tangible investment this quarter (teams):

6 · The hours (five minutes). From the Hours Ledger (chapter 7). Hours given to work this quarter, and hours returned: · Did any returned hours go back to work by habit?

7 · Last quarter's prediction (ten minutes). From the Prediction Register (chapter 9). What was predicted, written before: · What happened: · Keep / grow / stop:

8 · One conversation (five minutes). From the Conversation Card (chapter 10). The conversation this quarter's change needs, and with whom:

9 · One seed (ten minutes). Small enough to start this week. If it is a team's change, enter it on the Twelve-Week Charter (chapter 8). The change: · Owner: · Prediction:

This workbook holds every tool named here in full.

A note on method

The tools are reproduced from chapters 1 to 12 of this book. The ninety-day plans are this book's recommendation, not the finding of any study.

Your Pages, Kept

Everything you have written in these tools is saved on this device, in the chapter and here in the workbook at once. You can take it with you as a plain text file.

The scarcity that was designed

Much of the scarcity a well-resourced firm or household lives inside is designed, and what is designed can be redrawn.

Luminous Prosperity Inc. takes this work into organisations as a gainshare. The flow is opened from the inside, with the people who already hold what the firm knows. The gain is counted from records the firm already keeps, against a measure both sides sign before anyone knows the answer, and the house is paid as a share of what is found: between thirty and ten per cent of it.

The workbook carries a household as far as it needs to go. A firm usually wants someone to read its own policies beside it: the file format, the habit, the rule about who may change what. That begins with a conversation.

REQUEST A CONVERSATION

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73. Santa Anna, A. *Ecstatic Economics*, chapter 4, "Practical Applications of Ecstatic Economics — When Vitality Becomes Structure", the epigraph. Luminous Prosperity Inc.

74. Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350–383. https://doi.org/10.2307/2666999. A field study of fifty-one teams in one manufacturing company. It shows an association between team psychological safety, learning behaviour and performance at one point in time; it cannot show that any particular practice, such as naming a sceptic, produces that safety, nor that the association holds in every kind of organisation.

75. Santa Anna, A. *Ecstatic Economics*, chapter 4, section I, "The Vitality-Centered Workplace: From Human Resources to Human Flourishing", on leader vulnerability as structural practice. Luminous Prosperity Inc. The book's estimate of ninety seconds is its own; no study is cited for it there.

76. Corrado, C., Hulten, C., & Sichel, D. (2009). Intangible capital and U.S. economic growth. *Review of Income and Wealth*, 55(3), 661–685. https://doi.org/10.1111/j.1475-4991.2009.00343.x. The figure of approximately one trillion dollars in 1999, and its rough equality with tangible investment, is the authors' own, citing their 2005 work. It describes the U.S. business sector as a whole; it cannot tell any single firm or team what its own ratio should be.

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79. Santa Anna, A. *The Regenerative Policy Playbook*, "Designing Policies That Breathe". Luminous Prosperity Inc., Ava's library.

80. Santa Anna, A. *Ecstatic Economics*, chapter 4, section II, "The Regenerative Enterprise: Business as Living System", under "Benefit Corporations and B Corps". Luminous Prosperity Inc.

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105. Santa Anna, A. *Ecstatic Economics*. Luminous Prosperity Inc. "An economy driven by craving" is from the chapter on Buddhist and contemplative economics; "Your body is an archive" is from the chapter on the body and money. The author's account of an inner pattern, not a finding of a study.
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