

THE ECONOMY THAT KEEPS BECOMING · WORKBOOK

Every Tool, and a Ninety-Day Plan

Workbook of The Economy That Keeps Becoming

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THE LICENCE

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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

Every chapter of this book ends with a tool written out in full. They are gathered here in the order a practitioner would usually meet them, so that the workbook can be copied, printed or kept beside a desk without the chapters. Each tool names the chapter that explains it. The tools are designed to work at a pale table with a pencil. None needs software, and none needs all the others. A reader with one hour should begin with the One-Hour Start and the First Map of Loops. A reader with a quarter should follow the ninety-day plan below. A leader with half a year should follow the Twenty-Six Week Plan from chapter 8. Ninety days is the shortest version of the practice that includes a full probe cycle. It is written for one leader with a small mapping group, or for a household. Days are working days in a firm and ordinary weeks in a household.

WORKBOOK

Every Tool, and a Ninety-Day Plan



Every Tool, and a Ninety-Day Plan

HAUTE LUMIÈRE · THE ECONOMY THAT KEEPS BECOMING · WORKBOOK

How to use this workbook

Every chapter of this book ends with a tool written out in full. They are gathered here in the order a practitioner would usually meet them, so that the workbook can be copied, printed or kept beside a desk without the chapters. Each tool names the chapter that explains it.

The tools are designed to work at a pale table with a pencil. None needs software, and none needs all the others. A reader with one hour should begin with the One-Hour Start and the First Map of Loops. A reader with a quarter should follow the ninety-day plan below. A leader with half a year should follow the Twenty-Six Week Plan from chapter 8.

The ninety-day plan

Ninety days is the shortest version of the practice that includes a full probe cycle. It is written for one leader with a small mapping group, or for a household. Days are working days in a firm and ordinary weeks in a household.

Days 1 to 5 · See the system

- Day 1: the One-Hour Start (chapter 1), alone.
- Days 2 to 3: the First Map of Loops (chapter 2), each member of the group alone, then compared in one session. Limit: five reinforcing loops, five lock-ins, three balancing loops.
- Day 4: choose one loop to audit and up to three suspected lock-ins to test.
- Day 5: state the sharing rule (chapter 8) to everyone whose work the map describes.

Days 6 to 15 · Test and audit

- Days 6 to 10: the Lock-In Test (chapter 3) on each suspected lock-in. Move every habit at once.
- Days 11 to 15: the Loop Audit (chapter 4) on the chosen loop, asking at least two people who act in it. Choose one severed loop to suture and the route the consequence will travel, ending with the people who act.
- Optional, for a network or a supply chain: the Cluster Reading (chapter 5) and the Shock Rehearsal (chapter 6).

Days 16 to 20 · Design the probes

- Two or three probes, using section 5 of the Loop Ledger (chapter 7). Each small, safe, informative.
- A prediction with a baseline, and a stop trigger, for each. The El Farol question asked of each.
- The Honest Dashboard (chapter 9): no more than six measures, each loop measured near its beginning and its end, each measure paired with its shadow.
- Prepare the conversations the probes need, with the Conversation Cards (chapter 10). Hold them.

- The sponsor signs the predictions. The steward keeps them.

Days 21 to 80 · Run the cycle

- The Monday Sheet (chapter 12), every week, fifteen minutes, at the same hour.
- Fortnightly, thirty minutes with the probe owners.
- At day 50, one review of the map. One probe may be added; none may be changed.
- Act on every stop trigger when it is met.

Days 81 to 85 · Read the results

- Predictions read aloud first. The second reader speaks before the sponsor and asks the seven questions (chapter 9).
- For each probe: amplify, adjust or stop.
- What the system showed that the first map did not.

Days 86 to 90 · Redraw and decide

- The second First Map of Loops. Keep the first beside it.
- The decision that was on the desk on day 1, made with everything in front of you.
- The date of the next cycle.
- The Desire-Line Walk (chapter 13), and once a month thereafter.

For a household, the same plan runs on the Kitchen-Table Map (chapter 11): three evenings in the first week, then twelve weeks of the Monday Sheet used for the household, then one evening to read and redraw.

The One-Hour Start

From chapter 1.

For the reader who wants to begin before reading further. One sheet, one hour, pencil.

1 · The system

The system I am responsible for, in one line (a firm, a team, a product, a household):

The decision currently on my desk:

2 · The levers I was planning to pull List the levers in the current plan. For each, write what you expect it to move.

LEVER	WHAT IT IS EXPECTED TO MOVE	BY HOW MUCH, AND ON WHAT EVIDENCE

3 · The loops each lever enters For each lever, ask: what will the people affected by it do in response, and how will that come back to me?

Lever 1 enters this loop:

Lever 2 enters this loop:

Lever 3 enters this loop:

4 · One thing that is already growing by itself

A practice, relationship or habit in the system that seems to be reinforcing itself:

Who knows most about it:

5 · One prediction, written now

What I expect to happen in the next ninety days if I carry out the plan unchanged:

What would show me I was wrong:

The date I will read this sheet again:

Keep the sheet. Chapter 2 turns it into the First Map of Loops.

The First Map of Loops

From chapter 2.

One page, one hour, done alone first and then with two colleagues or the other adults in the household. Write in pencil; the map will change.

1 · The system you are mapping

Name the system in one line (a firm, a team, a product, a household):

Its edge: what is inside, and what is the environment it adapts to?

The date of this map:

2 · Reinforcing loops: what grows by itself List up to five. For each, write the loop as a sentence of the form *the more A, the more B, the more A*.

LOOP, WRITTEN AS A SENTENCE	EVIDENCE IT IS RUNNING (A FIGURE, WITH ITS SOURCE)	HOW LONG IT HAS RUN	IS IT HELPING OR HARMING?

3 · Lock-ins: what history chose List up to five arrangements that everything else now depends on.

ARRANGEMENT	WHEN AND HOW IT BEGAN	WHAT DEPENDS ON IT	WOULD YOU CHOOSE IT TODAY? YES / NO / UNSURE	COST OF SWITCHING, ROUGH

4 · Balancing loops: what corrects itself List up to three. *The more A, the less B, the less A.*

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5 · The El Farol question

Your main forecast for the next twelve months:

If everyone you compete or cooperate with held the same forecast, what would they do?

- Would that make your forecast wrong? yes / no / unsure

6 · The drawer

One small practice that may be starting to reinforce itself, which nobody has yet named:

Who knows most about it:

The date you will look at it again:

Keep the page. Chapter 3 adds a column to it and chapter 4 a second page; chapter 7 fills it in for a worked case, and this workbook gathers every page in one place.

The Lock-In Test

From chapter 3.

Use this for any arrangement you suspect is holding your organisation or household in place. One sheet per arrangement. It adds a column to the map from chapter 2.

1 · The arrangement

What it is, in one line:

When it began, and how:

What depends on it now (systems, people, contracts, habits):

2 · The alternative

The specific alternative you believe is better:

The evidence that it is better, with its source and date:

- Grade the evidence: one anecdote / several anecdotes / a measured comparison / several measured comparisons

Who would disagree, and their best argument:

3 · The price of switching

COST	AMOUNT	SOURCE OF THE FIGURE	FALLS ON WHOM
Money			
Time			
Retraining or relearning			
Lost compatibility with others			

4 · The verdict, provisionally

If the evidence for the alternative is thin: a sensible habit. Leave it, and note the date you will look again.

If the evidence is strong and switching is cheap: switch. Owner and date:

- If the evidence is strong and switching is costly: a lock-in. Continue to section 5.

5 · The loops holding it in place List every reinforcing loop that keeps the arrangement where it is (training, contracts, suppliers, other people's expectations).

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Which loops could be changed together, at the same time?

Who else would need to move, and what would make it worth their while?

6 · The probe

One small, safe experiment to test the alternative:

What result would make you continue? · stop?

Review date:

The Loop Audit

From chapter 4.

A second page for the map begun in chapter 2. It takes the reinforcing loops you listed there and asks what each one carries. Allow ninety minutes with the people who know the system best.

1 · The loops, from your first map Copy each reinforcing loop you listed, as a sentence of the form *the more A, the more B, the more A*.

2 · What each loop carries

LOOP	WHO ACTS IN IT	WHO RECEIVES THE CONSEQUENCE	HOW LONG BEFORE THE CONSEQUENCE IS FELT (DAYS, MONTHS, YEARS)	DOES THE PERSON ACTING EVER SEE IT? YES / NO / PARTLY	DOES THE LOOP CARRY VITALITY, EXTRACTION, OR BOTH?

3 · Severed loops For each loop where the person acting does not see the consequence:

What information would have to travel back, and to whom?

What is the shortest route it could take (a report, a visit, a conversation, a shared figure)?

Who could open that route this month?

4 · Emergent patterns nobody chose List up to three patterns in your organisation or household that nobody seems to want (long meetings, mistrust between two teams, a recurring end-of-month scramble).

PATTERN	THE LOCAL RULES THAT MIGHT BE PRODUCING IT	WHICH ONE RULE, CHANGED SLIGHTLY, MIGHT CHANGE THE PATTERN

5 · Virtuous cycles already alive

One reinforcing loop that is already generating trust or vitality:

What feeds it now:

One small way to feed it more: · owner: · date:

6 · Two loops together

If you change one rule, which other loop is likely to pull it back?

What will you change at the same time, so that the first change holds?

7 · The capacity check

- Are the people who will receive restored feedback able to act on it? yes / not yet

If not yet, what practice would build that capacity (a conversation format, a decision rule, time)?

The Cluster Reading

From chapter 5.

For any network you belong to or lead: a firm and its suppliers, a set of teams, an industry association, a professional community, a neighbourhood of small businesses. Two hours, with three people who know the network from different positions.

1 · The network

Name it, and draw its edge: who is inside?

The main nodes (firms, teams, people), up to twelve:

2 · Where learning is stored

CAPABILITY THAT MATTERS	WHERE THE KNOWLEDGE LIVES (ONE PERSON, ONE TEAM, DOCUMENTS, RELATIONSHIPS ACROSS SEVERAL NODES)	IF THAT PLACE FAILED TOMORROW, WHO ELSE COULD CARRY IT?

3 · The cost of movement

FLOW	WHAT IT COSTS TODAY (TIME, PERMISSION, REPUTATION)	WHO SET THAT COST, AND WHEN	WOULD YOU SET IT THE SAME WAY TODAY?
A person moving between nodes			
Information moving between nodes without a manager			
A failed project's lessons reaching others			
An outside expert talking to an inside team			

4 · Loops inside, loops between

Three reinforcing loops that run inside a single node:

Three reinforcing loops that run between nodes:

Which set is stronger? What would happen to the network if the strongest single node faltered?

5 · Rules nobody designed for this List up to five rules (contracts, policies, defaults, habits) that change the cost of movement in the network, though they were written for another purpose.

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Which one could be changed by the people in this room? · owner: · date:

6 · One release

One recent ending (a project, a product, a team) whose knowledge went into a drawer:

What it would take to release it now:

The Shock Rehearsal

From chapter 6.

Ninety minutes, with the people who would actually have to respond. One sheet per critical node.

1 · The node

The single part, supplier, system, person or account whose failure would hurt most:

Why it is critical (what depends on it):

How much buffer exists today (stock, time, money, a second person who knows):

2 · The first forty-eight hours Walk through them aloud. Write down what actually happens, not what the plan says.

HOUR	WHO NOTICES	WHO THEY CALL	WHAT THAT PERSON NEEDS TO KNOW	WHERE THAT INFORMATION IS NOW
0–2				
2–12				
12–24				
24–48				

3 · The relationships that would carry you

WHO COULD HELP	HAVE YOU EVER SOLVED A HARD PROBLEM TOGETHER? YES / NO	WOULD THEY START BEFORE TERMS WERE AGREED? YES / NO / UNSURE	WHAT WOULD MAKE THAT MORE LIKELY?

4 · Loops that exist only on paper

Contacts, agreements or procedures that the rehearsal showed nobody would actually use:

Information that the right person would not be able to find:

5 · Practice, in ordinary weeks

One low-stakes occasion in the next quarter to solve a real problem with one of the relationships above: · owner: · date:

One standing agreement to make in advance (for example, "in an emergency of this kind, work starts first and we settle on this principle afterward"):

6 · The household version

The household's single point of failure:

The person or neighbour who would help in the first forty-eight hours:

One way help could flow toward them this month:

The Loop Ledger

From chapter 7.

The three earlier pages (the First Map, the Lock-In Test, the Loop Audit) gathered into one ledger for a twelve-week cycle. Fill in sections 1 to 4 in week 1, section 5 in week 2, and section 6 in week 12.

1 · The system and the question

System (firm, team, product, household):

The decision on the table, in one line:

The options under consideration:

2 · Loops, with evidence

REINFORCING LOOP (THE MORE A, THE MORE B, THE MORE A)	EVIDENCE, WITH SOURCE	WHO ACTS	WHO FEELS THE CONSEQUENCE	DOES THE ACTOR SEE IT?	CARRIES VITALITY / EXTRACTION / BOTH

3 · Lock-ins, tested

ARRANGEMENT	EVIDENCE FOR THE ALTERNATIVE (GRADED)	SWITCHING COST	VERDICT: HABIT / SWITCH / TRUE LOCK-IN	LOOPS HOLDING IT IN PLACE

4 · The El Farol line

Your forecast:

What everyone else will do if they share it:

Where that leaves room nobody is serving:

5 · Adjacency and probes

OPTION	CAPABILITIES IT NEEDS THAT YOU HAVE	CAPABILITIES IT NEEDS THAT YOU LACK	CROWDED BY OTHERS' FORECASTS?	PROBE (SMALL, SAFE, TWELVE WEEKS)	PREDICTION, WRITTEN NOW	STOP CONDITION

One severed loop to suture during the twelve weeks: · route the feedback will travel: · read unedited to:

Two loops to change together, if a lock-in is involved: and

6 · Week twelve

PROBE	PREDICTED	HAPPENED	AMPLIFY / ADJUST / STOP

What the system now shows that the week-one map did not:

The next decision, and the next twelve-week date:

The Twenty-Six Week Plan

From chapter 8.

The whole field manual on one page, to be filled in by the steward at week 0 and kept beside the Monday Sheet.

Set-up (week 0)

System:

Question on the desk:

Sponsor: · Steward: · Second reader:

Mapping group (five to nine names, at least two close to the work):

Sharing rule, in one sentence:

Weeks 1–2 · First map

Dates of individual mapping and of the comparison session:

Loop chosen for audit:

Lock-ins chosen for testing (up to three):

Weeks 3–4 · Lock-in tests

ARRANGEMENT	EVIDENCE GRADE	SWITCHING COST	VERDICT	OWNER, DATE

Weeks 5–6 · Loop audit

Severed loop to suture:

Route the consequence will travel, ending with:

Weeks 7–8 · Probes (signed by sponsor on)

PROBE	OWNER	PREDICTION, WITH BASELINE	STOP TRIGGER	EL FAROL NOTE

Weeks 9–20 · First cycle

Fortnightly review dates:

Week 15 map review date:

Weeks 21–22 · Reading

Review date:

- Predictions read aloud first: yes / no

Second reader's three strongest objections:

Weeks 23–26 · Second map and decision

What the second map shows that the first did not:

The decision on the desk:

Date of the next cycle:

The Honest Dashboard

From chapter 9.

One page, completed by the steward with the second reader. No more than six measures in total.

1 · The loops being measured

Loop 1 (from the Loop Ledger):

Loop 2:

2 · Each loop, measured near its beginning and near its end

LOOP	EARLY MEASURE (A LINK NEAR THE START)	LATE MEASURE (THE OUTPUT)	SOURCE OF EACH FIGURE	HOW OFTEN READ

3 · Shadows

MEASURE	IF I GAMED THIS, WHAT WOULD I DO?	THE SHADOW MEASURE THAT WOULD REVEAL IT

4 · Who sees each figure

MEASURE	SEEN BY THE PEOPLE IN THE LOOP? YES / NO	HOW SOON AFTER IT HAPPENS?	IN WHAT FORM?

5 · Lock-in dependency

Arrangement being loosened:

Share of the system that depends on it today: · source:

Predicted share after two cycles:

6 · Restored loop

Arrival: what is supposed to reach whom, how often? · actual arrival so far:

Use: what have the recipients done differently?

Effect: predicted · observed

7 · The second reader's seven questions Tick each one asked of the latest result: prediction first ☐ · what else changed ☐ · who chose participants ☐ · knew they were measured ☐ · shadow measure ☐ · distribution ☐ · surprising to the people in the loop ☐

The Conversation Cards

From chapter 10.

One card per conversation. Fill it in before the conversation and again after it.

Before

Who:

What they are most likely worried about:

What is working, that I will name first:

What I do not know, that I will say plainly:

What each party brings, and what each needs:

The one small thing I am asking for:

What I will commit to in return (a date to report back, a sharing rule, a stop condition):

During

What they told me that was not on my map:

Their strongest objection, in their words:

After

What was agreed:

The date I will return with the result:

Did this conversation start a loop of trust or of mistrust? What would strengthen or repair it?

The Kitchen-Table Map

From chapter 11.

Three evenings, then twelve weeks. Each adult fills in sections 1 and 2 alone first.

1 · Loops (alone, thirty minutes)

- Five things in our household that grow by themselves, good or bad, each written as *the more A, the more B, the more A*:

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Three things that correct themselves (*the more A, the less B, the less A*):

2 · Arrangements nobody would choose today (alone)

ARRANGEMENT	WHEN IT BEGAN	WHAT DEPENDS ON IT	WOULD WE CHOOSE IT TODAY?	ROUGH COST OF CHANGING IT

3 · Compare (together)

Where our maps agree:

Where they differ, and why:

4 · The severed loop

One payment, habit or decision whose consequence nobody in the household feels:

How we could bring it closer (a weekly look, a manual payment, a conversation):

5 · The probe

One small, safe change for twelve weeks:

What we predict, written now:

What would make us stop:

Start date: · reading date:

6 · The four measures

MEASURE	TODAY	WEEK 13
Share of income committed before it arrives		
Amount set aside this month		
Balance owed		
The felt month (each adult)		

7 · The El Farol question

The largest decision ahead of us:

If everyone in our situation made the same choice, what would happen?

Where is the room the crowd would leave?

The Monday Sheet

From chapter 12.

One page that gathers the book into a single weekly practice. Keep it beside the Loop Ledger from chapter 7. Fifteen minutes, once a week, at the same hour.

1 · This week's loop

The reinforcing loop I am watching this week:

What it did since last week (a figure, with its source):

- Did the people acting in it see the consequence? yes / no / partly

2 · This week's lock-in

The arrangement under test:

- Its status: habit, moved / switching, under way / true lock-in, loops being changed together

The two loops being changed together, if a lock-in: and

3 · This week's restored feedback

The consequence that travelled back this week:

To whom: · unedited? yes / no

What they did with it:

4 · The probes

PROBE	WEEK OF TWELVE	PREDICTION (WRITTEN AT START)	SO FAR	STOP CONDITION MET?

PROBE	WEEK OF TWELVE	PREDICTION (WRITTEN AT START)	SO FAR	STOP CONDITION MET?

5 · The joins

Governance: who monitors this loop, and can they change its rules? (Ostrom)

Limits: what balancing loop keeps this from pushing past a boundary we care about? (the doughnut)

Gain: when this loop produces a gain, who receives it, and do the people who produced it see any of it?

Embedding: whose relationships does this loop depend on, outside the firm or household?

6 · The El Farol line

The forecast I am acting on:

What everyone else would do if they shared it:

7 · The desire line

One place this week where people went their own way, around the official path:

What it tells me about where the path should be:

The Desire-Line Walk

From chapter 13.

A single habit to carry when the other tools have been put away. Once a month, thirty minutes, alone.

1 · Walk the system Spend twenty minutes watching where people in your organisation or household actually go, rather than where the official path says they should: which conversations happen outside meetings, which workarounds everyone uses, which shortcuts have worn smooth.

2 · Write down three lines

A desire line (a path people take that nobody designed):

What it tells me about where the official path is wrong:

Whom it serves, and whom it leaves out:

3 · Choose one

Pave it (make the informal path official):

Leave it (watch another month):

Fence it (the line carries harm, and must be redirected, with a better path offered):

4 · The question to end on

What is growing by itself here that is worth tending?

A last page

Keep every completed page, dated, in one folder. A year of them, read in order, is the most honest record an organisation or a household has of how it actually learned. That record is itself a reinforcing loop: the more pages are kept, the easier the next map is to draw, and the better the next map, the more worth keeping the pages become.

Loops, in your own firm

An economy is not a machine that settles but a system that keeps forming itself. A firm is the same, and so is the gain inside it.

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 gives twelve weeks of probes. Which loops in your firm carry vitality and which carry extraction is read from your own accounts and your own people. That begins with a conversation.

REQUEST A CONVERSATION

Every Tool, and a Ninety-Day Plan

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