

THE EMBEDDED MARKET · CHAPTER FIFTEEN

The Workbook

Chapter Fifteen of The Embedded Market

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A NOTE BEFORE YOU READ

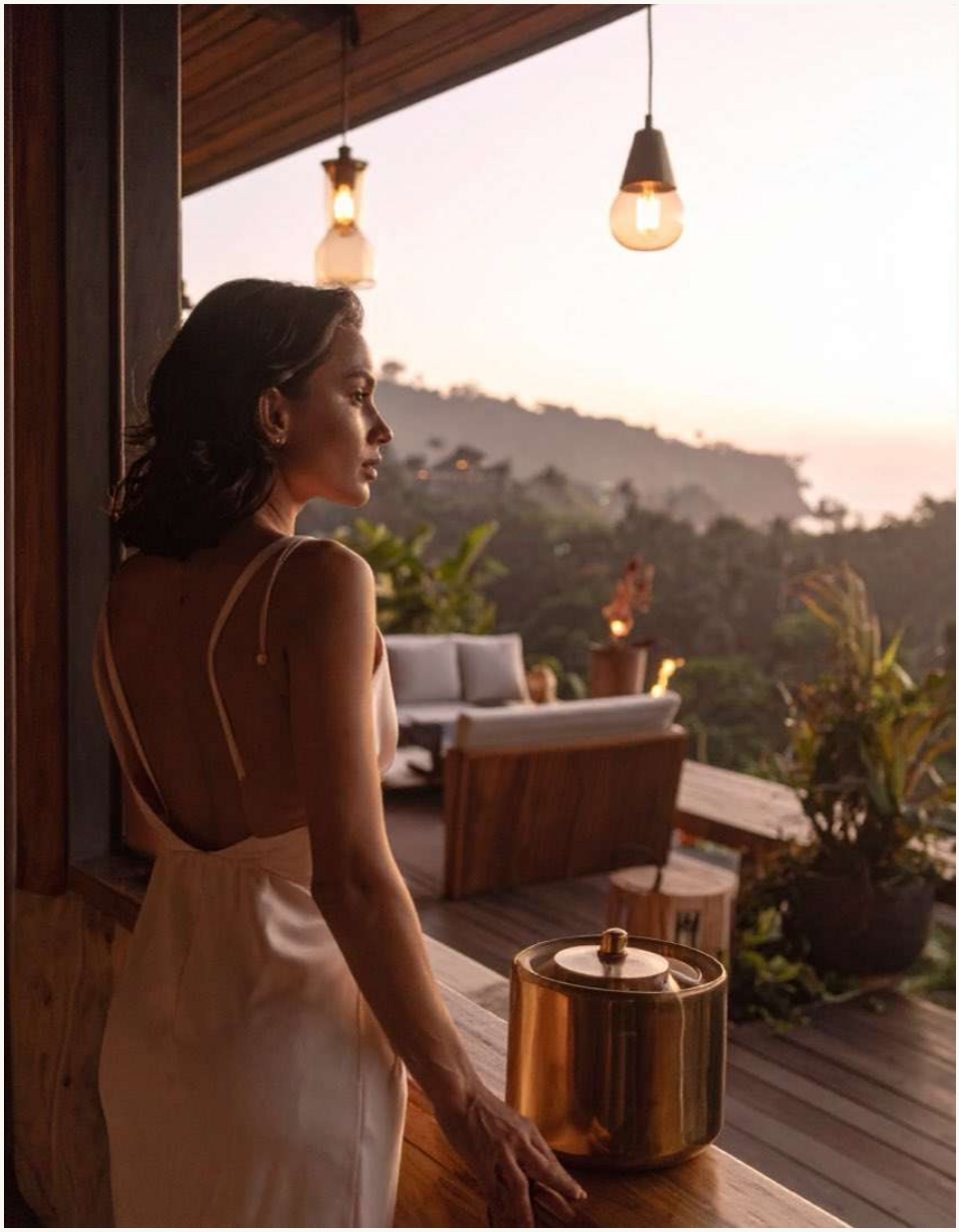
This work is offered for education and leadership development. It is not legal, financial, accounting, investment, medical or psychological advice; take the advice of a qualified professional who knows your circumstances. Companies and events are described from the public record as the author understands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

ABSTRACT

An afternoon's work for a leader, an hour's for a household. Use a single sheet of paper, landscape, with five columns. Reading the sheet. Lines with a recent voice, a named channel and no exits are working embeddings; leave them alone and thank the people in them. Lines marked exit only among your most important relationships are where you are learning about trouble last. Repeat the audit in ninety days, and compare the second column. The measure of progress is not fewer complaints. It is more lines where someone told you something in time. A tool for a leader of a team of any size, or for a household. It measures what it costs, in practice, for someone to tell you something is wrong. Allow one hour to set it up and ten minutes a month to keep it.

CHAPTER FIFTEEN

The Workbook



The Workbook

HAUTE LUMIÈRE · THE EMBEDDED MARKET · CHAPTER FIFTEEN

The tools

The Embeddedness Audit (from chapter 2)

An afternoon's work for a leader, an hour's for a household. Use a single sheet of paper, landscape, with five columns.

1. List the relationships. In the first column, write every relationship your organisation or household depends on, grouped under Polanyi's three headings: *people* (staff, contractors, family members who contribute), *place and materials* (suppliers, landlords, the land or premises, key inputs), and *money* (lenders, investors, banks, major customers whose payments you rely on). Aim for between twelve and thirty lines. Fewer than twelve usually means relationships have been bundled together; split them.
2. Name the last voice. In the second column, write the date and substance of the last time this party told you something you did not already know: a warning, a complaint, an idea. If you cannot remember, write *none recalled*. Do not guess.
3. Name the channel. In the third column, write how that information reached you, or would reach you: a named person, a scheduled meeting, a form, a review, a phone call. If the only channel is that they would stop paying, stop supplying or resign, write *exit only*.
4. Mark the exits. In the fourth column, mark any party who has left, reduced their business or gone quiet in the past twelve months, and note whether they were among those you would least want to lose.
5. Choose one channel to open. In the fifth column, for every line marked *exit only* or *none recalled*, write one specific, small act that would open a voice channel: a call, a standing quarterly conversation, a question added to an existing meeting. Then choose the single line where an opened channel would matter most, and do that one act within seven days.

Reading the sheet. Lines with a recent voice, a named channel and no exits are working embeddings; leave them alone and thank the people in them. Lines marked *exit only* among your most important relationships are where you are learning about trouble last. Repeat the audit in ninety days, and compare the second column. The measure of progress is not fewer complaints. It is more lines where someone told you something in time.

Your page — The Embeddedness Audit.

The Voice Cost Ledger (from chapter 3)

A tool for a leader of a team of any size, or for a household. It measures what it costs, in practice, for someone to tell you something is wrong. Allow one hour to set it up and ten minutes a month to keep it.

1. List the last ten concerns. Write down the last ten times someone raised a problem, objection or idea with you, in the past six months. For a household, include the children. If you cannot find ten, that is the first finding; write down as many as you can and note the number.
2. Record five facts for each. For each concern, record: *who raised it* (role, not name, if you will share the ledger); *how* (in a meeting, in private, in writing, through someone else); *how long it took you to respond* in days; *what you did* (acted, explained why not, deferred, nothing); and *whether you told them what you did*.
3. Score the cost. Mark each concern with one point for each of the following that is true: they raised it only in private; they raised it through someone else; your response took more than seven days; you did nothing; you did not tell them what you did. A concern scoring zero cost its raiser almost nothing. A concern scoring four or five was expensive.
4. Find the missing voices. List the people or groups who report to you, supply you or live with you. Mark everyone who does not appear among the ten. Then mark which of those are among your best performers or most committed members. Detert and Burris's study suggests these are the voices most sensitive to cost.
5. Lower one price. Choose the single cost that appears most often in your ledger, slow response, no follow-up, private only, and change one habit to lower it for the next month. Common examples: a standing rule to reply to every concern within three working days, even if only to say when you will decide; a short line at the end of each team meeting naming what was changed because someone spoke up.

Reading the ledger. Average cost per concern should fall over three months. The number of concerns may rise; that is the measure working, not failing. If the missing voices start to appear, you have lowered the price of voice where it was highest. If cost stays high and concerns fall, you are moving toward silence, and the next exits will tell you what the concerns would have.

Your page — The Voice Cost Ledger.

The Membrane Map (from chapter 4)

A one-page map of where your organisation or household meets the world, and how it senses what is happening there. Allow ninety minutes the first time. It can be drawn on paper or a whiteboard.

1. Draw the edge. In the centre of the page draw a circle for your organisation, team or household. The line of the circle is the membrane. Outside it, place every party you exchange with, grouped loosely: people who work with you; customers or those you serve; suppliers and the places you depend on; lenders, funders and investors; regulators and the wider community.
2. Mark what crosses. For each party, draw an arrow inward for what they give you (work, payment, materials, trust) and an arrow outward for what you give them. Write one word on each arrow. If an arrow is only money in both directions, mark it with a small square: this is a purely priced relationship.
3. Mark how you sense. For each party, add one of three symbols at the point where they meet the circle. V if they have a working voice channel, something they have used in the past six months to tell you something. E if the only way you would learn of a problem is that they leave or stop. S if they once used voice and have since gone silent.
4. Find the held breaths. Circle every party marked E or S whose arrows also carry something Polanyi would call fictitious: people's time and safety, land or premises, or the credit you run on. These are the places where your membrane is weakest at the points it most needs strength.
5. Choose the in-breath and the out-breath. For one circled party, write one change that would add a voice channel: a standing conversation, a question added to an existing review, a named person they can call. Then look for one party you are holding on to past their fit, a relationship that should end well, and write how you would let it go generously. Act on both within a month.

Reading the map. A healthy membrane shows mostly Vs, a few Es on relationships that are rightly arm's-length, and few or no Ss. Silences are the most important marks on the page, because they are the places where voice once worked and stopped. Redraw the map every six months. A map that has more Vs and the same or fewer departures is a membrane that is listening.

Your page — The Membrane Map.

The Supplier Voice Protocol (from chapter 5)

For any leader responsible for buying from other organisations, from a team lead with three key vendors to a director with a supply base of hundreds. It sets up a voice channel that is kept apart from price. Adapt the word *supplier* to *partner*, *contractor* or *provider* as fits.

1. Choose the relationships. List your suppliers and mark the five to fifteen whose failure, or whose quiet decline, would hurt you most. These are the ones the protocol covers. Do not start with all of them.
2. Separate the conversations. For each chosen supplier, set up a short conversation, thirty to forty-five minutes, every quarter, that is explicitly not about price. Put it in writing: *this conversation is about problems, risks and ideas, and nothing said in it will be used in our commercial negotiations.* Keep that promise, every time. If you cannot keep it, do not make it.
3. Ask the same four questions. In each conversation, ask: *What is not working well for you in how we work with you? What problem do you see coming that we have not raised? What would you change in our specification, process or timing if you could? What have you stopped telling us, and why?* Write down the answers in their words.
4. Close the loop within thirty days. For every answer, record one of three responses: *acted* (and what), *not acting* (and why), or *investigating* (and by when). Send that record back to the supplier within thirty days. A supplier who sees what happened to what they said will say more next time. One who hears nothing will stop.
5. Reward the early warning. Agree in advance, and in writing, that a supplier who raises a quality or delivery problem before it reaches you is not penalised for it in the next price round. Then look, each year, at which suppliers raised the most early warnings, and say so to them.
6. Review the protocol yearly. Once a year, look across all the conversations and ask three things: which suppliers said the most, which said the least, and which have left or reduced their business with you. Compare the lists. Silence followed by exit is the pattern this protocol exists to interrupt.

Reading the results. In the first year, expect the number of problems raised to rise. That is the protocol working, not the supply base getting worse. Over two to three years, the measure that matters is whether problems are being found earlier, in design and planning rather than in production and with customers. For a household, the same protocol shrinks to one question asked of the three or four providers you rely on most, once a year: *what should we know that we have not asked you about?*

Your page — The Supplier Voice Protocol.

The Stop-Right Inventory (from chapter 6)

A tool for any leader of a team, department or organisation, and in a smaller form for a household. It finds where your people can stop a process when they see a fault, and what happens to them when they do. Allow two hours for the first inventory and thirty minutes each quarter after.

1. List the processes that can hurt someone. Write down the eight to fifteen processes in your work whose failure would cause real harm: to a customer, a patient, a colleague, your finances, or your reputation. A release, a shipment, a payment run, a procedure, a hire, a contract. For a household: the car, the money, the children's schooling, a parent's care.
2. Find the first eyes. For each process, write the role of the person who would usually see a fault first. Not the person responsible for the process: the person physically or practically closest to where it goes wrong.
3. Name their right. For each process, write what that person can actually do when they see a fault, in one of four words. *Stop*: they can halt or hold it on their own judgement. *Escalate*: they can raise it with someone who can stop it, quickly. *Report*: they can record it for later. *Nothing*: there is no expected route. Be honest. Write what happens in practice, not what the policy says.
4. Recall the last three pulls. For each process where the right is *stop* or *escalate*, write down the last three times someone used it, as far as you know. Next to each, write what happened to them: thanked, helped, questioned, criticised, ignored. If nobody has used it in a year, write *no pulls*, and treat that as a finding, not as good news.
5. Score the bargain. For each process, answer three questions yes or no. Did the last person who stopped or raised it receive help before they were questioned? Has any improvement in this process ever cost the person who suggested it their role or standing? Is the local manager of this process measured in a way that counts problems raised against them? A process with *yes, no, no* has a working cord. Any other pattern shows where the bargain is broken.
6. Hang one cord. Choose the single process where harm is greatest and the right is weakest. Give the first eyes one step more authority, from *report* to *escalate*, or from *escalate* to *stop*, and say in writing what will happen when they use it: who comes, how quickly, and that they will not be blamed for a stop made in good faith. Then keep that promise the first time it is tested, and tell the team that you did.

Reading the inventory. Over a year, the number of pulls should rise and then settle, and the harm the processes cause should fall. A process where pulls stay at zero is not necessarily safe; it may be silent. A process where pulls rise and the people who pull them are thanked is a process with a voice. Repeat the inventory each quarter, and compare step four. The measure of progress is not how few faults you have. It is how early you hear about them, and from whom.

Your page — The Stop-Right Inventory.

The Rim Map (from chapter 7)

A tool for any leader who depends on other organisations, from a manager with five key vendors to a director responsible for a whole supply base. In its household form, it maps the people a family could call on in a bad week. Allow two hours the first time; repeat once a year.

1. Draw the hub and spokes. In the centre of a large page, write your organisation, team or household. Around it, place the eight to twenty organisations or people you depend on most. Draw a line from the centre to each. These are your spokes.
2. Mark the single points. Put a small square beside every spoke that is your only source for something you cannot do without for a week: a part, a service, a skill, a system, a person. These are the places where a fire would stop you.
3. Draw the rim. For every pair of spokes that know each other well enough to call each other without going through you, draw a line between them. Be strict. A line means they could share a problem, a drawing or a person tomorrow, not that they appear in the same directory. For a household: which of the people you rely on know each other?
4. Ask the bad-day question. For each spoke with a square, ask the people in it, and at least one other spoke that could help: *if this failed tomorrow, what would you do in the first forty-eight hours, and who would you call?* Write down their answers in their words. Note whether anyone names another spoke on your map.
5. Find the unwoven squares. Circle every square whose spoke has no rim lines at all. These are the places where, if the source fails, nobody else in your web knows enough to help. They are your real exposure, whatever your contracts say.
6. Weave one line. For one circled square, make a single introduction this quarter between that supplier and one other organisation that could help in a crisis. Make it useful to both: a shared problem, a visit, an exchange of know-how. Then, the next time any partner goes beyond the contract for you, settle with them promptly and fairly, and note on the map that you did.

Reading the map. A healthy map has rim lines around every square and bad-day answers that name other spokes. A map that is all spokes, however many there are, belongs to an organisation that will face its first fire alone. Redraw it each year and count two things: squares without rim lines, and bad-day answers that name someone else on the page. The first should fall. The second should rise.

Your page — The Rim Map.

The Captive Voice Review (from chapter 8)

For a leader responsible for any group of people who depend on the organisation and cannot easily leave it: patients, residents, tenants, small dependent suppliers, staff with few alternatives, members locked in by contract. Allow two hours the first time and one hour each quarter after.

1. Name the captive groups. List every group whose members would find it hard, slow or costly to leave you. For each, write one sentence on why leaving is hard: illness, age, dependence, contract, distance, money. If you list fewer than two groups, look again; almost every organisation has some.
2. Trace one voice in full. For each group, take one concern raised in the past six months. Follow it from the moment it was spoken to the moment something changed, or to where it stopped. Write down every hand it passed through and how long it stayed in each. Mark the point where it stopped moving, if it did.
3. Read the pile. Gather every complaint, concern or comment from that group in the last quarter, in the words in which it was made. Read them together in one sitting. Write down the three things that recur. Do not read a summary first; read the words, then summarise.
4. Count the staff voices. Separately, list every concern raised by staff about the care, safety or treatment of this group in the same quarter. If the number is zero, treat that as a finding, not as good news, and ask two staff members you trust why it might be zero.
5. Shorten one path. Choose the single place in step 2 where voices most often stop. Make one change that shortens the distance from that point to someone who can act: a standing meeting, a named person, a direct line to you. Tell the group what you changed and why.
6. Speak first once. Identify one thing that has gone wrong for this group in the quarter that they may not know about. Tell them, plainly, before they ask. Record what happened when you did.

Reading the review. Over a year, the measure is not fewer complaints. It is shorter paths in step 2, more recurring themes acted on in step 3, more staff voices in step 4, and at least four quarters in which the organisation spoke first. A captive group that hears from you before it has to complain has a membrane that is beginning to listen.

Your page — The Captive Voice Review.

The Thirteen-Week Plan (from chapter 9)

One sheet, kept by the convenor, read at every gate.

1. Name the roles (week one). Write the names of the sponsor, the convenor, the listeners and the second reader, and the hours each will give per week. If the sponsor cannot give two hours a week, stop here and choose a later quarter.
2. Audit twice (weeks one and two). Sponsor and convenor each complete the Embeddedness Audit independently. Lay them side by side. Gate: choose five to fifteen lines in scope, those carrying people, place or credit and marked *exit only* or *none recalled*. The second reader cuts any list longer than fifteen.
3. Price the sponsor's voice (week three). The sponsor completes the Voice Cost Ledger for herself. Choose the most frequent cost and write one changed habit. Give it to the convenor.
4. Draw the membrane (week four). Sponsor, convenor and listeners draw the Membrane Map together. Gate: assign each circled party to a listener; mark each as external (Supplier Voice Protocol) or internal (fortnightly conversations).
5. Open and close (weeks five to ten). External: the four questions, held apart from price, answers returned within thirty days. Internal: forty-five minutes fortnightly, four to eight people, the same four questions. Every Friday: sponsor decides *act*, *explain*, or *investigate by a date* on each item. Every Monday: one sentence per change, said where the area already gathers. Before week five, the sponsor states plainly that adverse treatment of anyone who spoke will be treated as serious.
6. Check the middle (week seven). Gate: items raised, items closed, median days to response, parties not yet heard from. Reassign any listener whose party has stayed silent.
7. Redraw (weeks eleven and twelve). Redraw the map; redo the sponsor's ledger. The second reader checks three or four V marks directly with the parties concerned.
8. Read and decide (week thirteen). Gate: continue and widen, continue and narrow, or stop and say so. Whichever is chosen, tell everyone who took part what was heard, what was done, and what happens next.
9. Keep the rhythm (week fourteen onward). The sponsor keeps the Weekly Exit and Voice Review, fifteen minutes every Friday.

Reading the plan. At week thirteen, look for four things: the Monday sentence never missed, or missed honestly; median response time lower than at week seven; at least some S marks turned to V; and the num-

ber of concerns raised higher than at the start. If all four hold, the quarter worked. If concerns fell while response times rose, the organisation is moving toward silence, and the next quarter begins again at week one.

Your page — The Thirteen-Week Plan.

The Voice Measures Sheet (from chapter 10)

One sheet, kept weekly by the convenor, read monthly by the sponsor and quarterly by the second reader.

1. Set the scope and the denominator. At the top of the sheet, list the parties in scope: teams, suppliers, partners, groups. Write the number. Every figure below is read against it.
2. Reconstruct the baseline. For the two previous quarters, fill in what the records allow: exits, exits of valued parties, formal complaints and grievances. Write *unknown* for informal voice where nothing was recorded. Do not estimate.
3. Keep six columns, weekly. For each party in scope: *voices raised* this week; *median days to response* for voices closed this week; *loops closed* (raiser told the outcome) as a share of voices due; *linked pairs* (an exit following an unanswered voice); *valued exits* (marked yes or no); *weeks of silence* since the party last raised anything.
4. Mark the changes. Whenever a channel opens, closes, or the method of recording changes, draw a line across the sheet and write the date and what changed. Read every trend across that line with care.
5. Read monthly, in patterns. Once a month the sponsor reads the sheet for the four patterns: opening (voices up, response down, pairs down); closing (voices down, response up, pairs up); overload (voices up, response up, loops down); steady and quiet (check the silence column). Write one sentence naming the pattern.
6. Commit only to what is yours. The sponsor may publish commitments on median days to response and on closed loops. The count of voices, the linked pairs and valued exits are never targets for teams and never used to rank managers.
7. Ask the four questions quarterly. The second reader writes one paragraph answering: who uses these numbers and for what; what they did not look at; whether any improvement crosses a line in step 4; which silences are gaps and which are boundaries.

Reading the sheet. After two quarters, the measures should show a rising or stable count of voices with a falling median response time and a falling number of linked pairs. Valued exits should be no higher as a

share of all exits. A long silence column that is shrinking means the membrane is reaching further. If every number improves at once in the first month, check step 4 before believing it.

Your page — The Voice Measures Sheet.

The Conversation Card (from chapter 11)

One card, index-card size, prepared before any of the five conversations in this chapter. Allow twenty minutes to write it. Keep it, and look at it again a month later.

1. Name the history. In one sentence, write what the other person has learned from the last few times someone in your position raised this subject. If you do not know, write *unknown*, and plan to ask.
2. Name the true part of their objection. Write the strongest form of what they are likely to say against you, and underline the part of it that is true.
3. Write the promise, smaller. Write one commitment you will make in the conversation. Then cut it until you are certain you can keep it every time for a year. A reply within five working days is better than an open door you cannot staff.
4. Write the first sentence. Write the sentence you will open with, in your own words. It should name the history or the true part of the objection before it asks for anything.
5. Write the question. Write one question you will ask and then stop talking. The most useful in this chapter is: *What have you stopped telling us, and why?*
6. Write the proof date. Write the date by which the other person will be able to see whether you kept the promise in step 3, and how they will see it: a log, a reply, a meeting that happens.
7. One month later. On the back of the card, write what happened to the promise, and whether the other person has said anything since that they would not have said before.

Reading the card. A card whose promise was kept, and whose back records a second conversation the other person started, describes a channel that has opened. A card whose promise was missed is the most useful card in the set: it shows where the next conversation has to begin, with the miss, said first and plainly.

Your page — The Conversation Card.

The Household Membrane (from chapter 12)

For one person living alone, a couple, or a whole family. Allow ninety minutes the first time, at a table, with paper, ideally at a calm hour rather than after a difficult letter. Repeat every three months. It is not a budget, though it sits well beside one, and it gives no financial advice. It maps which of your household's relationships can carry a warning in time.

1. List the twelve. Write down the relationships your household depends on, under Polanyi's three headings. *Work*: each employer, each main client. *Home*: landlord or lender, the letting agency if there is one, the school, the nearest neighbours. *Money*: the bank, any credit card or loan, the providers of energy, water, phone and insurance, and anyone you owe or who owes you. Add the doctor. Aim for between ten and twenty lines.
2. Name a person. Next to each, write the name of one human being in that organisation you could speak to. If there is none, write *portal only*.
3. Name the last signal. For each, write when they last told you something you did not already know, and when you last told them something. If neither has happened in a year, write *silent*.
4. Find the unopened letters. List anything, literal or not, that the household is currently not looking at: post, an account balance, a conversation about work, a worry about the home. Do not solve anything yet. Simply list. Then choose one, and set a time within seven days to look at it together.
5. Price the inner voice. Each adult answers in writing, privately first, the two questions from *Ecstatic Economics*: what happens in your body when money is discussed in this house, and what you learned about money talk from the household you grew up in. Then share one sentence each, without discussion, and stop there for the day.
6. Hear the children. If there are children, ask each one, at an ordinary moment, one question: *is there anything about money, or things we need, that you have not mentioned because you thought it might be a problem?* Thank them for whatever they say before answering it.
7. Choose one channel to open. From step 2 or 3, pick the single relationship where a warning arriving late would cost the household most. Do one small thing within a month to give it a human channel: learn a name, book a short call, send a note that says what is coming before it comes.

Reading the map. Count three things each quarter: lines marked *portal only*, lines marked *silent*, and unopened letters. The first two should fall over a year for the relationships that carry your income, your home

and your health. The third should be small and should never be the same item two quarters running. A household whose most important relationships have names in them, and whose members can say a worry aloud at the table, has a membrane that listens.

Your page — The Household Membrane.

The Weekly Exit and Voice Review (from chapter 13)

Fifteen minutes, once a week, for a leader or a household. It keeps the rhythm of exit and voice visible so that neither phase stops unnoticed. Keep the answers in one notebook or one document, dated, so that the weeks can be compared.

1. Exits this week. Write down every departure, cancellation, lost customer, lost supplier, resignation or quiet withdrawal you learned of this week. For a household, include a provider you stopped using or a relationship that went quiet. Next to each, write whether you know why. If you do not, write *unknown*.
2. Voices this week. Write down every time someone told you something was wrong, at risk or could be better. Next to each, write what you did with it: *acted*, *explained*, *deferred*, or *nothing yet*.
3. The match. Look at the two lists together. For each exit marked *unknown*, ask whether there was a voice earlier, in this notebook or in your memory, that you did not act on. If there was, mark both. These linked pairs are the most valuable lines in the notebook, because they show where voice arrived and was not heard in time.
4. One call. Choose one exit marked *unknown* and contact the person or organisation, without trying to win them back, to ask what led to the decision. Write down what they say. Choose one voice marked *nothing yet* and close it this week, even if the answer is that you will not change anything and here is why.
5. One deposit. Write down one thing you will give this week before it is asked for: information shared early, thanks given for a concern raised, help offered to a supplier, a neighbour or a colleague. Do it.

Reading the notebook. After a month, count three things: exits marked *unknown*, voices marked *nothing yet*, and linked pairs. All three should fall over a quarter. If voices rise while exits fall, the rhythm is working: people are speaking before they leave, and you are hearing them. If exits rise while voices fall, the organisation or household is moving toward silence, and the next step is the audit from chapter 2, done in full.

Your page — The Weekly Exit and Voice Review.

The ninety-day plan

Thirteen weeks, three months, one quarter. It follows the field manual in chapter 9 and puts every tool in this workbook in its place. A leader runs the left-hand line; a household runs the right-hand line, which is shorter. Allow about two hours a week for the leader's line and about one hour a week for the household's, more in the first fortnight.

Days 1 to 7 · See the edge. Leader: run the Embeddedness Audit in full. Choose the one line where an opened channel would matter most, and make the one call within the week. Name a sponsor, a convenor and a second reader, as chapter 9 describes. Household: run the Household Membrane, steps 1 to 3. Hold the first monthly money conversation, using the words in chapter 11.

Days 8 to 14 · Find the price of speaking. Leader: build the Voice Cost Ledger from the last ten concerns. Mark the missing voices. Household: write down the last five times someone at home raised a worry, and what happened next. Note who has not raised one.

Days 15 to 21 · Draw the map. Leader: draw the Membrane Map with two or three colleagues who see different edges of the organisation. Circle the held breaths. Household: finish the Household Membrane. Choose one provider to keep closely and one to let go well.

Days 22 to 28 · Write the cards. Leader: write a Conversation Card for each of the three hardest conversations the map points to, usually a board, a staff group or representative, and one supplier or partner. Household: write one card for the conversation you have been postponing.

Days 29 to 42 · Open the channels. Leader: hold the three conversations. Start the Supplier Voice Protocol with the five most important suppliers or partners. Begin the Weekly Exit and Voice Review, and do not miss a week. Household: hold the postponed conversation. Ask the three or four providers you rely on most the one question: *what should we know that we have not asked you about?*

Days 43 to 56 · Keep the promises. Leader: reply to every concern within the deadline you set. Show the log to whoever you promised it to. Start the Voice Measures Sheet. Household: keep the monthly money conversation. Thank every concern raised at home before answering it.

Days 57 to 70 · Read what you hear. Leader: run the case-chapter tools where they fit. The Captive Voice Review for any group that cannot easily leave you: patients, tenants, pupils, long-contract customers. The

tools from chapters 6 and 7 for the line and for the network. Household: run the Weekly Exit and Voice Review at the kitchen table for four weeks.

Days 71 to 84 · Count honestly. Leader: bring the Voice Measures Sheet to the second reader. Ask the four questions in chapter 10. Expect voices raised to have risen; read that as the measure working. Household: compare this month's money conversation with the first. Note what was said that would not have been said in the first.

Days 85 to 90 · Decide. Leader: redo the Embeddedness Audit and compare the second column with day one. Make the week-thirteen decision in chapter 9: continue, widen, or stop and say why. Write it down and tell the people who spoke. Household: redraw the Household Membrane. Keep what worked. Set the next quarter's first Sunday.

Reading the ninety days. The measure of the quarter is not fewer complaints. It is more lines on the audit where somebody told you something in time, fewer exits marked *unknown*, and at least one conversation that the other person started.

The argument behind every tool here is set out at full length in Ammanuel Santa Anna's Ecstatic Economics , kept with the rest of the series at hautelumiere.life.

The voice before the exit

Every market tells you how it is doing in two ways: somebody leaves, or somebody speaks. The second can be heard a season before the first is counted.

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.

This book teaches the hearing. What your own market is saying, and what it would be worth to hear it a season sooner, is read from your records and your people. That begins with a conversation.

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