

THE GAIN WAS ALWAYS SHARED · APPENDIX

The Workbook

Appendix of The Gain Was Always Shared

Ammanuel Santa Anna

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THE LICENCE

The Workbook
Appendix of The Gain Was Always Shared

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Appendix of The Gain Was Always Shared. The whole book, with every chapter, is at business.hautelumiere.life/library/the-gain-was-always-shared (DOI https://doi.org/10.5281/zenodo.23989502).

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

Use this before reading further, alone or with two colleagues. It takes twenty minutes. It is not a survey of your people; it is a reading of your structure. Keep the page; the ninety-day plan in the Appendix returns to it. Three things the people doing this work probably know about cost, quality, waste or safety that have not reached anyone who could act on them: · · Every route by which an idea from the floor can reach a decision today (a person, a meeting, a form, a channel): Tick the reasons that apply here: no route · no answer comes back · speaking has cost people before · the idea would expose a manager · the idea might remove a job · nobody can see whether ideas change anything · other:

APPENDIX

The Workbook



The Workbook

HAUTE LUMIÈRE · THE GAIN WAS ALWAYS SHARED · APPENDIX

The Silence Audit

From Chapter 1 · Who Holds What a Firm Learns.

Use this before reading further, alone or with two colleagues. It takes twenty minutes. It is not a survey of your people; it is a reading of your structure. Keep the page; the ninety-day plan in the Appendix returns to it.

1 · What is known and not said

Three things the people doing this work probably know about cost, quality, waste or safety that have not reached anyone who could act on them: · ·

How you know, or why you suspect it:

2 · The routes

Every route by which an idea from the floor can reach a decision today (a person, a meeting, a form, a channel):

For each route, who stands at the gate:

Which route was used most recently, and when:

3 · The last time

The last idea from someone without authority that you know reached a decision:

- What happened to it: adopted / declined with a reason / declined without one / no answer

What happened to the person who offered it:

4 · Why the card stays in the pocket

Tick the reasons that apply here: no route · no answer comes back · speaking has cost people before · the idea would expose a manager · the idea might remove a job · nobody can see whether ideas change anything · other:

5 · The first promise you could keep

One promise about answering ideas that you could keep from next Monday without anyone's permission:

- What it would cost you each week, in hours: ___

The Origin Reading

From Chapter 2 · The Mill That Asked First.

Use this before any conversation about shared rewards. It takes one hour, with the leader and two people who do the work. Write the answers down; they become the baseline the later tools in this book return to.

1 · The question we are asking

What do the people doing this work know about cost, waste or quality that management does not? Write three examples, in their words:

When was the last time one of those examples reached a decision-maker? · What happened to it?

2 · The answer we owe

How is an idea submitted today? (none / informal / a form / a committee)

Median days from submission to a written reply, measured from the last ten ideas:

- Share of the last ten ideas that received any reply: ___ of 10

The promise we can keep from Monday: every idea answered in writing within ___ days, with the reason if declined. Owner:

3 · The measure people can see

One number this group could move by changing how it works:

Three things that move it which this group does not control:

Can the people in the group see this number today? yes / no · How often?

What would have to be opened (a report, a ledger, a meeting) for them to check it?

4 · The group

Who cooperates to produce a change in that number? List the roles:

Who is left out of that list but affects the number?

Is the group drawn around cooperation or around the org chart?

5 · Before any money

- Which of the following are already true? (tick) every idea answered · a measure the group can affect · the measure visible to the group · the group drawn around cooperation

If fewer than four are ticked, the next step is the unticked item, not a pay scheme. Write it:

Review date, ninety days from today:

The Five-Critique Pre-mortem

From Chapter 3 · Where the Gain Goes Missing.

Run this before any shared-reward plan is announced. Imagine it is two years from now and the plan has been abandoned. For each critique, write the most likely reason it failed, then the step that would prevent it. One hour, with the leader, a supervisor, and two people the plan would cover.

1 · One share among many (free riding)

- Number of people in the proposed group: ___ · Can each of them see the others' work? yes / partly / no

Where the group cannot see itself, the visibility we will build (a board, a weekly review, a naming habit):

Smallest group that still contains the cooperation that produces the gain:

2 · The ratchet and the base

Proposed base period or standard: · Was it a normal period? yes / no · evidence:

Written rule for when and how the base changes:

Will the people covered vote on the plan and the rule? yes / no · if no, why not:

How capital investment will be treated:

3 · Power and the supervisor

Each supervisor's role in the plan, in one sentence:

How supervisors will be credited when their team's ideas are adopted:

Written-answer rule: every idea answered within ___ days, with a reason if declined · Who checks it is kept:

The first sign that power has not moved, and who will report it:

4 · The number moves for other reasons

Things inside the group's control that move the measure:

Things outside it that move the measure:

How each outside event will be adjusted for, decided now:

When the easy gains are exhausted, what training will widen what people can change?

5 · The evidence sees the survivors

What we expect to change, by how much, by what date (written before the plan starts):

- How long we will collect the measure before anything is shared: ___ months

Where we will record what fails, and who keeps it:

The verdict

Critiques with no preventing step written:

If any, the plan waits until each has one. Review date:

The Circulation Map

From Chapter 4 · A Firm Has a Circulation.

Draw this on one page for any team or unit, with or without a gainsharing plan. Fill it from records where they exist and from honest estimates where they do not, and mark which is which. Repeat it every quarter.

1 · The up-current (knowledge moving towards the people who can change the system)

Routes by which an idea can travel today:

- Ideas received last quarter: ___ · from how many different people: ___ · team size: ___
- Share of ideas that questioned a process rather than fixing a fault inside it (estimate from the last twenty): ___ of 20

2 · The answer (the first return)

- Median days from idea to written reply, last twenty ideas: ___
- Ideas still unanswered after thirty days: ___
- Ideas declined with a stated reason: ___ · declined with no reason: ___

3 · The measure (the second return)

The number this team can see that tells it whether its ideas changed anything:

How often the team sees it: · Who shows it to them:

- Implemented ideas last quarter whose effect on the measure was reported back to the person who had the idea: ___ of ___

4 · The share (the third return)

What, if anything, returns to the team when the measure improves (recognition, time, training, money):

Has the target ever been raised because the team beat it? yes / no · when:

5 · Where the current blocks

- Tick the first stage where the flow falls off sharply: up-current / answer / measure / share

The one change that would reopen that stage this quarter: · Owner:

The vital sign that will show whether it worked, and its value today:

6 · The soil

- Is it safe, in this team, to say that a process a manager designed is wrong? yes / sometimes / no

The most recent example of someone saying so, and what happened next:

The First-Year Ledger

From Chapter 5 · Twenty-One Defects in a Thousand.

Keep this as one page per month for the first twelve months of any participation system. Every entry is a count or a date, not an opinion. It is the record that lets a firm become its own case study.

Header

Unit: · People covered: ___ · Month ___ of 12 · Prepared by:

1 · The up-current

- Ideas received this month: ___ · from how many different people: ___
- Ideas about quality ___ · downtime ___ · cost ___ · safety ___ · the process itself ___

2 · The answer

- Answered within the agreed ___ days: ___ of ___
- Median days to answer: ___
- Declined with a reason: ___ · declined without one: ___ (target: none)

3 · Implementation

- Ideas implemented this month: ___ · cumulative implementation rate: ___ %
- Implemented ideas whose effect was reported to the person who had them: ___ of ___

4 · The measure (collected before anything is shared)

Measure chosen: · this month: ___ · same month last year: ___

- Defects per thousand: ___ · downtime minutes per shift: ___

Outside events this month that moved the measure, and by roughly how much:

5 · Employment

- Headcount at start of month: ___ · at end: ___ · voluntary leavers: ___

Any role removed because of an implemented idea? yes / no · if yes, where the person went:

6 · Structure

- Committees meeting this month: ___ of ___ scheduled

Outside help in use: none / building / operating · planned end date for outside help:

- Vote held on design and rules? not yet / yes (date ___, result ___)

7 · One line

The most useful idea this month, in the words of the person who had it:

The Conversation Ledger

From Chapter 6 · Talk Is the First Return.

Use this for the first six months of any participation system in service work, before the shared measure has had time to move. Keep one page per month. Every entry is a count, a date or a quotation, not an opinion.

Header

Team or unit: · People covered: ___ · Month ___ of 6 · Comparison team (if any, and why it is comparable):

1 · Talk about the work

- Regular meetings where anyone can raise an observation: ___ held of ___ scheduled
- Observations raised in those meetings this month: ___ · by how many different people: ___
- Questions asked across roles (one role asking another how they do something): ___

2 · Ideas moving between people

- Ideas passed from one person or team to another and adopted without a manager's instruction: ___

One example, in the words of the person who adopted it:

3 · Noticing and advising

- Advisory remarks recorded (one person suggesting a change to another's work): ___
- Of these, how many were taken up: ___ · how many caused friction: ___

The shared phrase this team uses for an advisory remark:

4 · The rating

- Does each person's review include whether they helped a colleague improve? yes / no
- Does each supervisor's review include whether people who spoke up were rated fairly? yes / no

Any case this month where someone who made an advisory remark was rated down for it: yes / no · what was done:

5 · The measure (watched, not yet judged)

Outcome measure chosen: · this month: ___ · same month last year: ___

Written expectation for month six, set before month one:

6 · What survives

Parts of the participation system written into how the team works, independent of any bonus: meeting / answer rule / visible measure / naming who found what / other:

If the reward ended tomorrow, which of these would continue?

The Promise and Source Ledger

From Chapter 7 · Promises, Prices and the Operating Room.

Use this before any shared-gain arrangement begins, and monthly once it is running. It has two halves: the promises the arrangement makes, and the sources of whatever gain it records.

Header

Organisation or unit: · People covered: ___ · Month ___ · Prepared by:

1 · The purpose and its guardrail

What this organisation exists to protect, in one sentence:

The guardrail measure(s): · this month: ___ · baseline: ___

Written rule, agreed before the start: if the guardrail falls, the gain measure does not count. Agreed on (date): · by whom:

2 · The promises

PROMISE MADE	TO WHOM	KEPT THIS MONTH? YES / NO	IF NO, THE REASON GIVEN, AND BY WHOM
Every idea answered in writing within ___ days			
The measure visible to everyone covered			
The rules for changing the base unchanged without notice and a vote			
No role removed by an implemented idea without (stated alternative)			
Other: _____			

Was the arrangement offered in exchange for a concession? yes / no · If yes, how the participation was made real before the first payment:

3 · The sources of the gain

Total movement in the gain measure this period:

Of which, from changed practice (what people did differently):

Of which, from changed prices (what the organisation paid):

Of which, from events outside the group's control:

Shown to the people covered? yes / no · how:

4 · Power

- Ideas declined this month without a stated reason: ___ (target: none)
- Committee meetings held of those scheduled: ___ of ___

Who decided the most consequential change this month, and were the people covered part of the decision?

5 · Advice

Legal or regulatory review completed (where the field requires it): yes / no / not applicable · date:

6 · The record

The most important promise kept this month:

Any promise broken, and what was done about it:

The Eighteen-Month Field Sheet

From Chapter 8 · The Field Manual.

One sheet, kept by the unit leader and the secretary together, reviewed at the end of each phase. Every line is a date, a name or a count.

Roles (named in week one)

Sponsor: · committed until (date, at least two years):

Unit leader:

Supervisors:

Union officers, if any:

Secretary (elected week nine): · protected hours per week: ___

Finance person:

Outside help, if any: · leaving date written in their terms:

Phase one · Readiness (weeks 1–4)

Origin Reading done (date): · with whom:

Operational data available, measure by measure, and months of history:

Pre-mortem done (date): · critiques without a preventing step:

Sponsor's four answers: two-year commitment yes / no · promise on removed jobs (in words): · financially sound yes / no · known inequities and the date they will be fixed:

Decision to begin: yes / not yet · if not yet, the reason and the work for the next ninety days:

Phase two · Supervisors first (weeks 5–8)

Union officers met (date): · what they asked for:

- Each supervisor met alone: ___ of ___ · requests made: ___ · requests answered within a week: ___
- Supervisors' first-phase measure, as fixed: share of team's ideas answered on time

Phase three · The answer rule (weeks 9–22)

Announcement date: · the five points said by shift: yes / no

Answer window: ___ working days · where answers are posted:

- Week 14 count: ideas ___ · different people ___ · answered on time ___ % · implemented ___ %
- Week 22 review: on-time share ___ % (proceed at nine in ten or better) · different people rising yes / no · decision: proceed / continue phase three

Phase four · The measure (weeks 23–40)

Measure chosen: · who counts it: · books opened to all (date):

Outside events that move it, and how each will be noted:

- Months of baseline collected before phase five: ___

Sealed expectation filed (date): · where:

Phase five · Committees (weeks 41–52)

Elections held (date): · committees formed: ___

Committee budget limit per idea, set by sponsor:

Outside help left on (date): · as planned yes / no

- Ideas this year marked as fixes ___ · as questions about the process ___

First annual review (date): · expectation opened and compared yes / no · posted yes / no

Phase six · Design and vote (months 13–15)

- Gate: answer rule ≥ nine in ten for six months yes / no · contributors steady or rising yes / no · measure posted six months yes / no · committees implementing yes / no

Design group members:

- Rules written before the ballot: base and evidence · base-change rule · capital investment · outside events · who is covered · change of control · first review date (tick each)

Sponsor's statement on affordability, before ballot (date):

Ballot date: · threshold set in advance: · result:

Phase seven · Review and plateau (months 16–18)

First review (date): · rules kept yes / no · employment held yes / no · roles removed by ideas and where each person went:

Boundary training started (date): · committee rotation yes / no

- New arrivals inducted into the system in their first week: ___ of ___

Change of control

Charter adopted (date): · held jointly by:

Record stored at:

Ownership options considered (date, and by whom):

The Honest Reading

From Chapter 9 · How to Know It Worked.

A quarterly review, two hours, conducted by the screening committee with the sponsor. Fill every line from the secretary's ledger and the posted measure. Where a figure is an estimate, mark it as one.

1 · The before

- Months of data collected before the answer rule began: ___ · before the committees: ___

Was the measure already improving before anything began? yes / no / unclear · evidence:

Sealed expectation opened (date filed):

2 · The vital signs this quarter

- Ideas received ___ · from how many different people ___ · team size ___
- Answered on time ___ % · declined with reason ___ · declined without reason ___
- Implemented ___ % · effect reported to the person ___ of ___
- Ideas marked as questions about a process ___ of ___

3 · The work

- The chosen measure: median across units ___ · range ___ to ___ · number of units ___
- Defects or errors per thousand ___ · downtime minutes per shift ___
- Plotted monthly with phases and outside events marked? yes / no

Did the line step at any phase? which: · by more than its ordinary month-to-month variation? yes / no

Did the trend change after any phase?

4 · The people

- Headcount start ___ · end ___ · voluntary leavers ___
- Absence rate this quarter ___ · same quarter last year ___
- Grievances ___ · same quarter last year ___ · accidents ___

Roles removed by implemented ideas ___ · where each person went:

5 · The comparison

Comparison unit, if any: · same measures collected from the same date? yes / no

Change in the comparison unit over the same period:

6 · The survivors

- Declined ideas reviewed: ___ · declined for reasons the committee would now reverse: ___

Leavers asked about the system: ___ of ___ · said it played a part: ___ · what they said:

Interruptions this quarter (committee missed, measure not posted, answers late), with dates:

7 · Expected against actual

MEASURE	EXPECTED (SEALED)	ACTUAL	GAP	WHY
Ideas per month				
Median days to answer				
Share implemented				
The chosen measure				
Voluntary turnover				

8 · Where the circulation blocks

- First stage where flow falls off: ideas / answers / implementation / measure / belief / people

One change for next quarter: · owner:

9 · What this reading cannot show

In one paragraph, the alternative explanations this quarter's evidence cannot rule out:

The Conversation Sheet

From Chapter 10 · The Hard Conversations.

Use one sheet for each hard conversation, filled before the meeting and completed after it. Keep the sheets together; they are part of the record Chapter 9 asks a firm to keep.

Before

Who: · role: board / owner / union / supervisor / finance / partner / family / sceptic

What this person is most likely to fear, in their terms, not ours:

What the evidence can honestly say to that fear, and its limit:

What we are asking them to decide, in one sentence:

What we are not asking for (write it, so it can be said aloud):

The date by which the decision would be reviewed:

Any figure we plan to mention, and where it was measured: (if none was measured, mention none)

The script, in our own words (five to eight sentences)

What we want:

What we do not know:

What we will show them, and how often:

What happens to a job an idea removes (if relevant):

The invitation into the work:

During

Their first concern, in their words:

What they would need for a yes:

Anything they told us that changes the plan:

After

Decision: yes / not yet / no · conditions:

What we committed to, and by when: · owner:

Next conversation with this person:

If not yet or no: the part of the plan we can still do without their approval:

The Kitchen-Table Circulation

From Chapter 11 · One Person's Gain.

One page, for a household or a person working alone. Fill it on the first Sunday of a month and again at the end of the third month. It involves no financial products and no change to anyone's income.

1 · The people

Who shares this budget or this work:

For each person, one sentence on what money felt like in the house they grew up in (optional, said aloud rather than written if preferred):

2 · Who knows what

Three things someone here notices about where money or time goes that the person deciding may not:

When each was last mentioned, and what happened:

3 · The answer

Our rule: every suggestion gets a reply within ___ days, even if it is no. Who replies:

- Suggestions this month: ___ · answered on time: ___

4 · The one number

The number: · today: ___ · where it will be posted:

Things we control that move it: · things we do not:

5 · What comes back

If the number improves, what returns, and to whom:

Has the household or the person ever responded to a saving by expecting more? yes / no · when:

6 · The weekly inventory (one line a week)

WEEK	EVENT	STATE DURING IT (SETTLED / ANXIOUS / SHUT DOWN)	MORE OR LESS ALIVE AFTERWARDS
1			
2			
…			
13			

7 · At the end of three months

The number, then and now:

- Suggestions offered: ___ · answered: ___ · acted on: ___

What the inventory showed that the number did not:

One change for the next three months:

The Ninety-Day Monday Page

From Chapter 12 · The Gain Was Always Shared.

One page, filled in on the first Monday and again at day ninety. It covers the first half of the idea only, the part that needs no change in pay.

Day one

Team or unit: · people: ___ · leader:

Monday meeting: leader spoke first about something uncertain? yes / no · what:

The answer rule, as announced: every idea answered in writing within ___ working days, with a reason if declined. Who answers: · Where answers are posted:

The one number: · today's value: ___ · where it is posted: · how often:

- What we expect by day ninety (written now): ideas per month ___ · median days to answer ___ · share implemented ___ % · the number ___

Weekly (one line each week)

WEEK	IDEAS IN	FROM HOW MANY PEOPLE	ANSWERED ON TIME	IMPLEMENTED	THE NUMBER	NAME WRITTEN ON THE BOARD
1						
2						
3						
...						
13						

Day ninety

Actual against expected, line by line:

- The stage where the circulation is weakest: ideas / answers / measure / implementation

One change for the next ninety days:

Inequities that the visible number has exposed, and what will be done about them:

Is the team ready to help design a shared reward and vote on it? yes / not yet · reason:

The best idea of the ninety days, in the words of the person who had it:

The ninety-day plan

The Tools above are instruments; this is the order in which to pick them up. It covers the first half of the idea only, the part that needs no change in anyone's pay, and it is written for a unit of between ten and two

hundred people. A household can follow the same weeks at its own scale with the Kitchen-Table Circulation in place of the ledgers.

Before day one (one week)

- Fill in the Silence Audit alone. Then fill in the Origin Reading with two people who do the work.
- Run the Five-Critique Pre-mortem with a supervisor and two people the plan would eventually cover. Do not announce anything yet.
- Have the supervisor conversation and the finance conversation from the Conversation Sheet, in that order.

Weeks 1 to 2: the answer

- On the first Monday, speak first at the team meeting about something you are uncertain of. Then announce one rule: every idea about cost, quality, safety or waste receives a written answer within ten working days, with a reason if declined. Name who answers and where answers are posted.
- Open the Ninety-Day Monday Page and fill in the day-one block, including what you expect by day ninety.
- Start the First-Year Ledger and the Conversation Ledger. Count ideas, people, days to answer.

Weeks 3 to 6: the measure

- With the people who do the work, choose one number the group can move by changing how it works. Write down the three things outside the group's control that also move it.
- Post the number weekly beside the answers. Start a baseline record of it; nothing is shared against it yet.
- When an implemented idea moves the number, write the name of the person who had it beside the line it changed.

Weeks 7 to 10: the circulation

- Draw the Circulation Map. Find the first stage where the flow falls off: ideas, answers, measure or return.
- Make one change at that stage, with an owner and a date.
- Hold the first review with supervisors. Measure them on one thing only: the share of their team's ideas answered on time.

Weeks 11 to 13: the reading

- Compare the day-one expectations with what happened, line by line. Read the medians, not the best week.

- Fill in the Promise and Source Ledger: every promise made in ninety days, kept or not, and where each improvement actually came from.
- Decide, with the people covered, whether the next ninety days will add committees and begin the longer sequence in the field manual, or repeat this ninety days with the weakest stage repaired.

What not to do in the first ninety days

- Do not announce a reward, a formula or a split.
- Do not raise a target because the group beat it.
- Do not let an idea go unanswered past the agreed days without saying why, in writing.
- Do not let an implemented idea cost the person who had it their place.

At day ninety the page will show one of two things. Either ideas are arriving, answers are going back and the number is moving, in which case the organisation has the circulation that every working plan in this book began with. Or one of those three is not happening, in which case the page shows exactly where, and the next ninety days have their work.

Your own Scanlon mill

Somewhere tonight a person who does the work knows how to make it better and is not going to say it. Seventy years of evidence describe what happens when somebody asks first.

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 team to its first plan. A whole firm, with a measure both sides will sign and a share that returns, is worked in the building. That begins with a conversation.

REQUEST A CONVERSATION

The Workbook

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