

THE LONG CLOCK · THE WORKBOOK

# The Workbook

*The Workbook of The Long Clock*

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## THE LICENCE

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The Workbook of The Long Clock. The whole book, with every chapter, is at business.hautelumiere.life/library/the-long-clock (DOI https://doi.org/10.5281/zenodo.23989072).

## 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. This appendix gathers the thirteen in one place and lays two ninety-day plans over them: one for a leader, built on the twelve weeks of chapter 9, and one for a household, built on the year of chapter 12. The tools are reproduced as they stand in their chapters, to be printed and worked from. The chapter holds the reasoning. The page here holds the practice. Long-clock decisions are taken in calm weeks. Chapter 9 writes this rule at the top of the charter, and chapter 4 gives the reason for it. Ammanuel Santa Anna's Ecstatic Economics describes what financial threat does to a person's sense of time, and closes the paragraph on the sentence that makes the rule necessary: "the nervous system is literally designed to sacrifice the future for immediate survival." Nobody controls when a hard week arrives; anyone can control when a decision falls. Wherever a plan below names a decision, it is a decision for a calm week. If the week turns hard, the working sessions may continue, the decision moves, and the days of the plan move with it.

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## How to use this workbook

Every chapter of this book ends with a tool. This appendix gathers the thirteen in one place and lays two ninety-day plans over them: one for a leader, built on the twelve weeks of chapter 9, and one for a household, built on the year of chapter 12. The tools are reproduced as they stand in their chapters, to be printed and worked from. The chapter holds the reasoning. The page here holds the practice.

Four rules from the body of the book govern every page that follows.

Long-clock decisions are taken in calm weeks. Chapter 9 writes this rule at the top of the charter, and chapter 4 gives the reason for it. Ammanuel Santa Anna's *Ecstatic Economics* describes what financial threat does to a person's sense of time, and closes the paragraph on the sentence that makes the rule necessary: "the nervous system is literally designed to sacrifice the future for immediate survival."[81] Nobody controls when a hard week arrives; anyone can control when a decision falls. Wherever a plan below names a decision, it is a decision for a calm week. If the week turns hard, the working sessions may continue, the decision moves, and the days of the plan move with it.

One clock at a time. Chapter 13 states it in a line: a system can absorb one lengthened clock in a quarter, and changing five at once is a reorganisation, which shortens everyone's clock while it lasts. Each plan ends in one structural change.

The prediction is written first. Chapter 10's register is opened before a change takes effect and read, at the end, where it is possible, by someone who did not write it. A result explained after the fact teaches nothing.

A week ends in a structure. Chapter 9 asks that every week end in a line in a document, a name against a duty or a date in a calendar, however small. A week that ends only in a good conversation has not finished.

Two habits run through every tool: keep the pages where the monthly numbers are kept (chapters 1 and 2), and write *unknown* when you do not know (chapter 12).

Nothing in this workbook is investment, legal or tax advice, and the house gives none. The tools change how decisions are taken, not what is bought, sold, borrowed or held. Any change to a company's constitu-

tion, ownership or pay plans, or to a household's will or borrowing, belongs with advisers who know the whole position.

## The order of the tools

The order follows chapter 9's sequence, in which each page draws on the one before. Two tools stand outside it. The Household Horizon Page is the household's version of the whole set, and the Monday Card is its shortest form, for a leader who wants only the first week. The times are the chapters' own; a dash means the chapter gives none. The pages after the plans are numbered by chapter; the first column gives the order of use.

| ORDER | TOOL | CHAPTER | WHO | TIME |
|---|---|---|---|---|
| 1 | The Twelve-Week Charter | 9 | the four roles; the sponsor marks the hard weeks and sets the gates | top filled before week 1; the four meet weekly for an hour, and for two at each gate |
| 2 | The Horizon Snapshot | 1 | a company, a team or a household; in the field manual, each of the four separately, then together | fifteen minutes |
| 3 | The Purpose Sentence | 2 | the four roles; or a household | — |
| 4 | The Purpose Stress Test | 3 | the sceptic runs it; the finance lead completes the table of capital and its clocks | an hour |
| 5 | The Two Clocks Register | 4 | the finance lead, with the line managers who know each asset | — (reviewed each quarter beside the accounts) |
| 6 | The Owner's Horizon Review | 5 | the finance lead and the long-clock holder; or a household, for its largest asset | — |
| 7 | The Steward Structure Sketch | 6 | the finance lead and the long-clock holder | — |
| 8 | The Hand-Over Ledger | 7 | a founder, a family or a board, when a change of control is in view | — (revisited each year) |
| 9 | The Conversation Card | 11 | the leader, one card per conversation, the first for herself | — |
| 10 | The Investor Clock Letter | 8 | the company, to its owners and lenders; reviewed by its lawyers and finance lead | — (written once a year) |
| 11 | The Prediction Register | 10 | the four roles, with one prediction from the sceptic; read, where possible, by someone who did not write it | — (the annual reading takes an hour) |

| ORDER | TOOL | CHAPTER | WHO | TIME |
|---|---|---|---|---|
| 12 | The Household Horizon Page | 12 | a household, kept by the holder of its long clock | — (filled in in January, read in December) |
| 13 | The Monday Card | 13 | a leader, or a household | — (filled in on Monday, read on Friday) |

## The ninety days, for a leader

The twelve weeks of chapter 9 are the backbone. Ninety days is twelve weeks and six days; the six go to what chapter 1 asked of every reader, a second Horizon Snapshot. Each stretch ends with the decision chapter 9 sets for it; where it sets no gate, the plan names what the stretch settles instead.

Before day 1 · The top of the charter. The four roles are named: the sponsor, the long-clock holder, the finance lead and the sceptic. Part 1 of the Twelve-Week Charter is filled in, including each person's own longest clock. If nobody fits the long-clock holder's line, write *empty*; chapter 9 calls that the first finding of the sequence, and the twelve weeks become, in part, a search for someone to fill it. The sponsor writes the quarter's hard weeks into part 2 and sets the gate dates for weeks 2, 4, 6, 8 and 12 clear of them. The leader first fills in a Conversation Card for herself, chapter 11's seventh room. A leader who cannot yet give the work twelve weeks can begin instead with the Monday Card from chapter 13, which is the first week in five steps.

Days 1 to 14 · Weeks 1 and 2, the snapshot. In week 1 the four meet and the sponsor states the sequence, its end date and the calendar rule. Each of the four fills in the Horizon Snapshot alone, without discussion, and then the four compare. The differences are the first finding. In week 2 they agree one snapshot, writing both answers where they cannot. The finance lead adds the shortest clock and who sets it; the sceptic, the strongest reason to stop now. Keep the four separate snapshots; they are needed again on day 85.

*Decision at the end of day 14:* whether to continue. If the snapshot shows no long-clock asset of consequence, or a crisis that will dominate the quarter, the right answer may be to stop and return later. The decision and its reason are written on the snapshot and dated.

Days 15 to 28 · Weeks 3 and 4, the purpose. In week 3 the group drafts the Purpose Sentence. Three drafts are normal. The test is chapter 2's: name one profitable thing the sentence would make the company refuse. In week 4 the sceptic runs the Purpose Stress Test against the best draft, taking the four objections in order, and each weakness it finds becomes a line in the charter's list of structural changes. The finance lead completes the table of capital sources and their clocks, debt included.

*Decision at the end of day 28:* the one document in which the purpose sentence will first be written: a board charter, a shareholders' agreement, the terms of the largest bonus plan, or the articles. Choose the one that

can actually be changed before week 12, and record the plan for the stronger one. A sentence that will not settle goes forward marked provisional.

Days 29 to 42 · Weeks 5 and 6, the register. In week 5 the finance lead, with the line managers who know each asset, fills in the Two Clocks Register. For regeneration time, ask the person who would have to rebuild the asset, and write down what they say. In week 6 the four read the draw-down pairs aloud. The sceptic tests each: a draw-down, or a genuine efficiency? If the meeting was held in a frightened week, part 5 of the register asks for the date on which it will be read again in a calmer one.

*Decision at the end of day 42:* the one mismatch to close first, circled on the register. One, not five. If the pairs reveal more than the group is ready to act on, chapter 9's answer is to narrow the change, never to soften the register.

Days 43 to 49 · Week 7, the owners. The finance lead and the long-clock holder complete the Owner's Horizon Review, including the cut arithmetic, so that the company knows the size of the incentive it is resisting. The same pair fills in the Steward Structure Sketch, which shows where the right to the money, the right to decide and the right to sell control now sit. If a change of ownership is in view, the Hand-Over Ledger joins them.

*No gate.* Chapter 9 makes week 7 a week for reading. What it settles is a fact rather than a choice: who holds the money, the votes and the sale, and on what clocks.

Days 50 to 56 · Week 8, the midpoint gate. It is the longest meeting, and belongs in the calmest week of the quarter. The sceptic presents the case against at the start, not the end. The four review every page so far and agree three things: the one structural change, chosen from the circled mismatch and the stress test's weaknesses; the long-clock holder from week 12, named if the role was empty, or, if it was filled, confirming what they will read, how often, and what they will do if the register shows a draw-down; and the list of conversations, each assigned by the sponsor to a named person and a week.

*Decision at the end of day 56:* the charter's middle page, with the change, the holder and the conversations written on it. A dissent, if there is one, is written in beside them.

Days 57 to 70 · Weeks 9 and 10, the conversations. One Conversation Card for each conversation on the list, prepared before and completed after. Bring the page, not only the argument: the register to the board, the cut arithmetic to the lender, the Steward Structure Sketch to the family. The calendar rule applies with most force here. A lender is not approached in the week of a covenant test, nor the staff in the quarter of a pay negotiation. For a company with outside investors, week 10 is when the Investor Clock Letter is drafted, reviewed by the company's lawyers and finance lead, and scheduled for the next regular reporting date. It is not sent in week 10.

*What these weeks settle:* chapter 9 sets no gate here. The stretch ends with the revised change, written into the charter beside a note of what each audience said and what changed because of it.

Days 71 to 77 · Week 11, the predictions. Before the change is made, the four fill in the Prediction Register: what the change should affect, by how much, by when, the mechanism in one sentence, and the result that would show it had failed. Chapter 10 adds the baseline: where each measure stands now, and for the three years before if the records exist. The sceptic writes one prediction of their own, the result they expect if the change does nothing. It also carries a caution drawn from Goodhart and Strathern: read a new measure for at least a year before anyone's pay depends on it, because a measure people are paid on stops being information.[82] Keep the predictions modest: a register that predicts higher profit from a single structural change promises more than any study in chapter 5 could support.

*What the week settles:* the register, signed and dated, with the earliest date on which anyone will draw a conclusion from it.

Days 78 to 84 · Week 12, the signature. The sponsor signs the amended document, effective from a stated date. The long-clock holder receives the dossier and sets the first date on which they will read the register. The group writes a single page for the staff, in plain words, naming a document, a date and a person.

*Decision at the end of day 84:* the signature itself.

Days 85 to 90 · The second snapshot. Each of the four fills in the Horizon Snapshot again, alone, without looking at the first. Then the four lay the two sets of pages side by side. Chapter 1 called the difference between the two pages the most honest measure the book can offer of whether it was worth reading. Read it part by part: whether the two sentences stand closer together, whether part 4 now carries a name. Both sets go into the dossier.

*Decision at the end of day 90:* the dates of the year after, written into the long-clock holder's calendar and into part 5 of the charter.

The year after. As chapter 9 sets it out: each quarter the holder reads the register beside the accounts and asks which long-clock asset paid for the result, and the answer is minuted. At six months the predictions are compared and nothing is concluded. At twelve months, in a calm week, the four record a verdict, held, held but did nothing measurable, or failed, and if it allows, choose the next clock. Once a year the board and the long-clock holder read the purpose sentence against one question: what profitable thing did it make us refuse?

For a smaller firm. In a firm of a dozen people the four roles may be two people and the twelve weeks may be six. The order holds, and the second snapshot still comes last.

## The ninety days, for a household

Chapter 12 follows a composite household through a year. This plan takes the first quarter, gives each part of the Household Horizon Page a stretch of days, and ends with the quarterly reading chapter 8 recommends and a second Horizon Snapshot. The December reading stays at the end of the year. None of this re-

quires money, and none of it is financial advice: the plan changes how a household decides, not what it buys, borrows or holds.

Before day 1 · A calm evening. Choose one, after the children are asleep, in a week that is not the week of the card statement.

Days 1 to 7 · The holder. Each adult fills in the Horizon Snapshot alone, for the household. Then: who holds the household's long clock, remembering what the money is for over years? Chapter 12's point is that holding it by default is not the same as holding it by agreement. Agree it aloud, and agree what the other adult's part is, which in chapter 12 was to listen when the holder says a decision draws on a long-clock line.

*Decision by day 7:* the holder's name, and the date it was agreed, in part 1 of the Household Horizon Page.

Days 8 to 21 · The sentence. Write the household's purpose sentence: this money exists to do something for someone, and we will not do a named thing to get it. Three drafts are normal. Chapter 2's tests, in smaller words: what is this money for, whose problem does it solve, and what will we not do to get it. The draft worth keeping would make the household refuse something.

*Decision by day 21:* the sentence, pinned beside the calendar where the bills are, not filed in a drawer.

Days 22 to 35 · The long-clock lines. Fill in part 2: the health of each adult, a qualification or skill, each child's schooling, a parent's care or independence, the home, a relationship. Against each, write how long it would take to rebuild if it were run down, or *unknown*, or *does not regenerate*. Any decision that draws on an asset that does not regenerate is a decision of a different kind.

*Decision by day 35:* every line written, each with an honest entry in the years column.

Days 36 to 49 · The short clocks. Fill in part 3: the rent, the card statement, the overdraft, the rota. For each, write the long-clock line it would cut first if it ran short, and ask whether that is the line the household would choose to cut.

*Decision by day 49:* the long-clock line the household will protect first in a bad month, written down now, so that the bad month does not decide for it.

Days 50 to 63 · The patient party. Find one party on a long clock with the standing to help: a relative, a credit union, an employer with a flexible scheme, a neighbour, a small buffer kept for exactly this purpose. Ask in a calm week, specifically, for something specific, for a named period, and offer something back. A Conversation Card, prepared before and completed after, suits the request.

*Decision by day 63:* part 4 filled in: who, what was asked for, until when, and what was offered back.

Days 64 to 84 · Living with the page. Most of the work of these weeks is a question. When a decision arrives that would improve the month at the cost of a long-clock line, a run of extra shifts or a course paused because it looks like money waiting to be used, the holder asks chapter 4's question aloud: which long-clock

asset pays for this result, and how long will it take to refill? When a hard month leaves no choice, choose which line, set a limit, write the date after which it will not be repeated, and record it in part 5. Chapter 10 suggests one prediction a year for a household, for example that a protected monthly sum for a course will produce the qualification by a named date; these weeks are a good time to write it. Notice, as chapter 12 asks, whose old fear is speaking when the short clock wins without discussion.

*What the weeks settle:* each draw-down recorded as chosen or not, with its limit.

Days 85 to 90 · The first quarter, read. In a calm week, read the quarter with the page in front of you, and ask the question chapter 8 gives a household once a quarter: which long-clock line paid for this quarter's result, and how long will it take to refill? Then each adult fills in the Horizon Snapshot again, alone, and the two pages are laid beside the first ones.

*Decision by day 90:* the one change for the next quarter, and the date of the December reading written on the calendar, between the bills.

## Before the pages

The pages that follow are short on purpose. After ninety days, if the plan has held, a company has changed one line in one document and handed a folder to one person; a household has a sentence beside its calendar and a date that is not a bill. Neither looks like much on the day. Each is somewhere it binds, held by someone who has agreed to read it again. Where the holder of the long clock is the workforce itself, the house's book on employee ownership, *Owning the Work*, takes up the case.

## 1 · The Horizon Snapshot (chapter 1)

One page. Fifteen minutes. For a company, a team, or a household.

1 · The two sentences

- The sentence we show (purpose, mission, what the money is for): _____
- The sentence we run on (what we are actually judged on, and by whom): _____
- The last time the two disagreed, and which one won: _____

2 · The longest-lived thing we depend on

- Name it (a skill, a relationship, a reputation, a pipeline, land, health, a child's schooling): _____
- How long it would take to rebuild if it were run down: _____ years

3 · The shortest clock that can draw on it

- Who decides about it: _____

- Over what period they are judged: _____ months
- Who sets that period: _____

4 · Who holds the long clock

- The person or body with the longest horizon, the standing to act and some distance from daily management: _____ (or: nobody yet)

5 · One line

- If the clock in part 3 is shorter than the time in part 2, write the one thing that would lengthen it: _____

Dated __ · to be repeated after chapter 13 on ____

## 2 · The Purpose Sentence (chapter 2)

Write it on one page. Keep it where the monthly numbers are kept, not where the values are framed.

1 · The sentence, in Mayer's form

We exist to produce profitable solutions to __ (the problem) for _ *(the people or places), and we will not profit from* ___ (the harm we refuse to cause).

For a household: This money exists to __ for _, *and we will not* ___ to get it.

2 · The three tests

- One profitable thing this sentence would make us refuse: _____
- The specific people or place named: _____
- The harm named in the last clause, in words a customer or child would understand: _____

3 · The structure check

| QUESTION | ANSWER | WHO COULD CHANGE IT WITHOUT OUR CONSENT |
|---|---|---|
| Is the sentence written into the articles, the partnership deed, or the will? | yes / no | |
| Who could sell the company or the asset tomorrow? | | |
| What does the largest pay or bonus plan reward, and over how many months? | | |
| What does the largest lender or creditor require, and how often? | | |
| Which commitment would we keep through a bad year? | | |

4 · The horizon line

- The longest-lived asset this purpose depends on (a skill, a customer relationship, land, a reputation, a child's schooling): _____
- How long it takes to rebuild if it is run down: _____ years
- The shortest period over which anyone is judged on results: _____ months
- If the second figure is shorter than the first, write the one change that would lengthen it: _____

5 · The date

- Written on __ · read again on _ *(one quarter later) · changed? yes / no · why:* ___

## 3 · The Purpose Stress Test (chapter 3)

Run this on a company, a fund, a family's money, or your own. One page. An hour.

1 · The purpose, in one sentence

2 · Objection one: can it rank a decision?

- A profitable opportunity this purpose would refuse: _____
- The trade-off rule when purpose and this year's profit disagree: _____
- The measure of the purpose itself, reported how often: _____

3 · Objection two: does it bind?

| WHERE THE PURPOSE APPEARS | YES / NO |
|---|---|
| The articles, partnership deed, trust deed or will | |
| The duties of the directors or trustees | |
| The largest pay or bonus plan | |
| A right held by someone outside management | |

- If management ignored it tomorrow, who could stop them, and how: _____

4 · Objection three: is patience present?

- Who holds the purpose, and are they separate from those who run the company: _____
- The review date or sunset on any shield from short-term pressure: _____
- The last time the long-term owner asked a hard question, and what it was: _____

5 · Objection four: who are the owners, and on what clock?

| SOURCE OF CAPITAL (EQUITY, LOAN, CARD, INVESTOR, FAMILY) | AMOUNT | EXPECTED PERIOD BEFORE REPAYMENT OR RETURN | WHAT THEY CAN DO IF THE PERIOD RUNS SHORT |
|---|---|---|---|

- The shortest clock in this table: _____ months
- The longest-lived thing the purpose depends on: _____ years
- If the first is much shorter than the second, the one change that would lengthen it: _____

6 · The verdict

Strong on: __ · weakest on: _ · *the one structural change to make this quarter:* ___

## 4 · The Two Clocks Register (chapter 4)

Keep it as a single table, reviewed each quarter beside the accounts. Chapter 10 shows how to turn its trend column into measures; this workbook reprints it from chapter 4.

1 · The assets on long clocks

| ASSET THE PURPOSE DEPENDS ON | WHAT RENEWS IT | REGENERATION TIME IF RUN DOWN (YEARS) | LAST YEAR'S SPEND ON RENEWING IT | TREND: RENEWED / HELD / DRAWN DOWN |
|---|---|---|---|---|
| A team's tacit skill | | | | |
| Long customers' trust | | | | |
| Research or product pipeline | | | | |
| Reputation in the town or trade | | | | |
| Land, water, materials | | | | |
| For a household: health, a qualification, a child's schooling, a home | | | | |

2 · The decision clocks

| WHO DECIDES | JUDGED OVER (MONTHS) | WHO SETS THAT CLOCK | COULD IT BE LENGTHENED, AND BY WHOM |
|---|---|---|---|

3 · The mismatches

For each asset in part 1 whose regeneration time is longer than the clock of anyone in part 2 who can draw on it, write one line:

- Asset __ renews over _ *years; can draw on it and is judged over* ___ months.

4 · The draw-down pairs

List any result that improved last year while an asset in part 1 was drawn down:

- Result __ rose while ____ fell.

5 · The room

- Was this register reviewed in a meeting where people were afraid for their jobs or their year? yes / no
- If yes, the date it will be read again in a calmer week: ______

6 · The patient party

- The one party with a long clock and the standing to act: ______ (or: none)
- When did they last act on it, and how: ______

7 · The single change

- The one mismatch to close this quarter, and how (an owner, a tenor, a pay period, a purpose clause, a line in the minutes): ______

## 5 · The Owner's Horizon Review (chapter 5)

Fill this in for a company you own, run or advise, or for a household's largest asset. Figures in your own currency, written out.

1 · The two lines on long clocks

| LINE | ANNUAL SPEND | REGENERATION TIME (YEARS) | WHAT IS LOST IF STOPPED, AND WHEN IT SHOWS |
|---|---|---|---|
| | | | |

2 · The cut arithmetic

- Current operating profit (or household surplus): ______
- Profit if both lines are stopped: ______
- Any multiple applied by a buyer, lender or valuer: ______
- Value at current profit: __ · value after the cut: _ · *difference:* ___
- Who receives the difference: __ · who pays it, and in which year: ____

3 · The structure

| QUESTION | TODAY | ONE CHANGE THAT WOULD LENGTHEN THE CLOCK |
|---|---|---|
| Is the purpose written where it binds? | | |

| QUESTION | TODAY | ONE CHANGE THAT WOULD LENGTHEN THE CLOCK |
|---|---|---|
| Who controls the company, and could they sell it for personal gain? | | |
| Who receives the profits, and do they control it? | | |
| Over what period are managers paid for results, and on what measure? | | |
| Is there a rule protecting the long-clock lines? | | |

4 · The evidence you are relying on

- The study or case closest to your situation: _____
- What it shows: _____
- What it cannot show about you: _____

5 · The decision

- Keep both lines / cut one / cut both: __ · reason in one sentence: ____
- Date to read this page again: _____

## 6 · The Steward Structure Sketch (chapter 6)

One page, for a company you own, run or advise. It does not recommend a legal form. It shows where the three rights now sit.

1 · The three rights today

| RIGHT | WHO HOLDS IT NOW | THEIR CLOCK (MONTHS OR YEARS) | COULD THEY USE IT TO DRAW DOWN A LONG-CLOCK ASSET THIS YEAR? |
|---|---|---|---|
| The right to the money (dividends, distributions, sale proceeds) | | | |
| The right to decide (votes, board appointments, vetoes) | | | |
| The right to sell control | | | |

2 · The bundle

- Are any two of these rights held by the same party? Which: _____
- The shortest clock in the table: __ · held by: ____

3 · The statute

- Is there a written document that says what the company is for and binds those who hold the rights? yes / no · where: _____
- Who can change it, and by what procedure: _____

4 · The borrowing

Choose one, write the step, and date it.

| BORROWING | THE STEP | DATE |
|---|---|---|
| Separate the money from the decision for one long-clock line | | |
| Write a short statute into an existing document | | |
| Put a speed limit on the sale of control | | |
| Make the long-clock holder present (visits, reading, questions) | | |

5 · The honest note

- What this sketch cannot tell us (law, tax, family wishes, the sector's future): _____
- The adviser we will consult before any legal change: _____

## 7 · The Hand-Over Ledger (chapter 7)

For a founder, a family or a board considering what happens to control. One page; revisit it each year.

1 · The purpose after us

- What this company is for, written for its next owners: _____
- The long-clock asset it must never sell to pay for a hand-over: _____

2 · The three rights, now and after

| RIGHT | HELD NOW BY | TO BE HELD AFTER THE HAND-OVER BY | DATE IT MOVES |
|---|---|---|---|
| The money (dividends, distributions, proceeds) | | | |
| The decision (votes, board appointments) | | | |
| The sale of control | | | |

3 · The stages

- First settlement (what moves, when): _____
- Second settlement (what moves, when): _____

- What must be true before the second stage: _____

4 · The founder's seat

- The role the founder or family keeps: _____
- For how long, and what ends it: _____

5 · The owner who will be present

- Who will read the accounts, visit, and ask hard questions after us: _____
- How they are kept at a distance from daily management: _____

6 · The honest note

- What we do not yet know (tax, law, family wishes, the market): _____
- The advisers we will consult, and by when: _____

## 8 · The Investor Clock Letter (chapter 8)

A one-page letter a company writes to its owners and lenders, once a year, in place of or beside a short-term forecast. A private firm writes it to its family owners and bank; a household can write it to itself.

1 · The clocks we are declining

- The short-term forecast or target we will no longer publish or be judged on: _____
- Why we are declining it, in one honest sentence: _____
- What we expect it to cost in the short run: _____

2 · The clocks we will be measured on

| LONG-CLOCK ASSET | MEASURE | REPORTED HOW OFTEN | REGENERATION TIME (YEARS) | LAST YEAR | THIS YEAR |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |

3 · Our owners and their clocks

| OWNER OR LENDER | APPROXIMATE SHARE OR AMOUNT | EXPECTED HOLDING PERIOD | WHAT THEY CAN DO IF THE PERIOD RUNS SHORT |
|---|---|---|---|
| | | | |

4 · What we ask of them

- The period over which we ask to be judged: _____ years
- What we will tell them each year, and when: _____

5 · What we have changed alongside

- Pay: the period and measure on which executives are now judged: _____
- Reporting: the measures added: _____
- The date we explained the change before making it: _____

6 · The honest note

- What the evidence says about changes like this, and what it cannot show about us: _____
- The date we will read this letter again: _____

## 9 · The Twelve-Week Charter (chapter 9)

One page at the front of the dossier. Fill in the top before week 1; the rest as the weeks go.

1 · The people

| ROLE | NAME | THEIR OWN LONGEST CLOCK (YEARS) |
|---|---|---|
| Sponsor | | |
| Long-clock holder (or: empty) | | |
| Finance lead | | |
| Sceptic | | |

2 · The calendar rule

- Long-clock decisions are taken in calm weeks. The hard weeks this quarter are: _____
- Gate dates (weeks 2, 4, 6, 8, 12): _____

3 · The weeks

| WEEK | ARTEFACT | DONE (DATE) | DISSENT RECORDED? |
|---|---|---|---|
| 1–2 | Horizon Snapshot (chapter 1) | | |
| 3 | Purpose Sentence (chapter 2) | | |
| 4 | Purpose Stress Test (chapter 3) · document chosen: _____ | | |
| 5–6 | Two Clocks Register (chapter 4) · mismatch circled: _____ | | |
| 7 | Owner's Horizon Review (chapter 5) · Steward Structure Sketch (chapter 6) · Hand-Over Ledger if an ownership change is in view (chapter 7) | | |
| 8 | The change · the holder · the conversations | | |

| WEEK | ARTEFACT | DONE (DATE) | DISSENT RECORDED? |
|---|---|---|---|
| 9–10 | Conversations held (chapter 11) · Investor Clock Letter drafted (chapter 8) | | |
| 11 | Prediction Register (chapter 10) | | |
| 12 | Signed document · dossier to holder · page for the staff | | |

4 · The change

- The one structural change: _____
- The document it is written in: __ · effective from: ____

5 · The year after

- First quarterly reading of the register by the holder: _____
- Six-month comparison: __ · twelve-month verdict: ____
- The next clock to lengthen, if the verdict allows: _____

## 10 · The Prediction Register (chapter 10)

Keep it as one document, opened before the year and read at its end. Use one page per change.

1 · The change

- What changed, as a fact about a document or decision: _____
- Date it took effect: _____
- Who made it: _____

2 · The prediction

| MEASURE | BASELINE (AND THE THREE YEARS BEFORE, IF KNOWN) | EXPECTED MOVEMENT | BY WHEN |
|---|---|---|---|

- The mechanism, in one sentence: _____
- The disconfirming sign: _____
- The earliest date we will draw any conclusion: _____

3 · The pairs

| MEASURE | READ BESIDE | WHAT GAMING WOULD LOOK LIKE |
|---|---|---|

4 · The annual reading

| ITEM | LAST YEAR | THIS YEAR | NOTE |
|---|---|---|---|
| Draw-down pairs (count) | | | |
| Long-clock spend share, by line | | | |
| Regeneration-time estimates, by asset | | | |
| Turnover where the tacit skill sits | | | |
| Revenue from customers of five years or more (share) | | | |
| The patient party's activity (visits, questions, reviews) | | | |
| Decisions whose minutes name the long-clock asset drawn on | | | |

5 · The verdict

- What happened against the prediction: _____
- Consistent with the mechanism? yes / no / unclear · why: _____
- What surprised us: _____
- The one change for next year, with its prediction on a new page: _____
- Read by __ on ____

## 11 · The Conversation Card (chapter 11)

One card per conversation. Prepare it before; complete it after.

Before

- Audience: board / lender / family / investors / staff and representatives / sceptic / other: _____
- The clock they listen on: _____
- What they are likely to fear: _____
- What they need to hear, in one sentence: _____
- The page I will bring (register, review, sketch, letter, staff page, predictions): _____
- What is not changing, in three items: _____
- The role I will offer them: _____
- The week, and whether it is a calm one: _____ · calm: yes / no

The script, in my own words

After

- What they said, especially the objection: _____

- What changed in the plan because of it: _____
- What they agreed to, if anything: _____
- The next date with this audience: _____
- Recorded in the charter: yes / no · date: _____

## 12 · The Household Horizon Page (chapter 12)

One page, kept beside the calendar. Fill it in in January; read it in December.

1 · The holder and the sentence

- The holder of our long clock is __ (agreed on ____)
- This money exists to __ for _, *and we will not* ___ to get it.

2 · The long-clock lines

| ASSET | WHAT RENEWS IT | YEARS TO REBUILD IF RUN DOWN (OR UNKNOWN, OR DOES NOT REGENERATE) | THIS YEAR: RENEWED / HELD / DRAWN DOWN |
|---|---|---|---|
| Health (each adult) | | | |
| A qualification or skill | | | |
| Each child's schooling | | | |
| A parent's care or independence | | | |
| The home | | | |
| A relationship | | | |

3 · The short clocks

| WHAT ARRIVES | HOW OFTEN | WHO SETS IT | THE LONG-CLOCK LINE IT WOULD CUT FIRST |
|---|---|---|---|

- Is that the line we would choose to cut? yes / no · if no, the line we would protect instead: _____

4 · The patient party

- Who: __ · what we asked for: _ · *until when:* · *what we offered back:* ___

5 · The year's draw-downs

- Month __: _ *rose while fell · chosen? yes / no · limit set:* ___

6 · The December reading

- Assets in better health than January: _____
- Assets in worse health: _____
- What surprised us: _____
- The one change for next year: _____

## 13 · The Monday Card (chapter 13)

One card, kept in a wallet or pinned above a desk. Fill it in on Monday. Read it on Friday.

For a leader

- The holder of our long clock is _____ (or: nobody yet)
- Our purpose, in one sentence: _____
- The document I put it in this week: _____
- The longest-lived asset we depend on: __ · years to rebuild: ____
- The shortest clock that can draw on it: __ months · set by: ____
- The one clock I lengthened this week, and how: _____
- The one long-clock party I gave a voice to, and where: _____
- What I heard: _____

For a household

- The holder of our long clock is _____
- This money exists to __ for _, *and we will not* ___ to get it.
- Our long-clock lines, and years to rebuild each: _____
- Our shortest clock: __ · the line it would cut first: ____ · is that the line we would choose: yes / no
- Our patient party: _____

On Friday

- What changed in a document, not only in a conversation: _____
- What I will do next week, one thing: _____

## The time your company needs

Every company keeps two sentences about itself, the one it shows and the one it runs on. In a hard quarter the second usually wins, and it wins quietly.

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 book gives twelve weeks and a Horizon Snapshot. Which of your slow assets is being spent to meet a fast measure, and what renewing it would return, is read from your records. That begins with a conversation.

REQUEST A CONVERSATION

# References

1. Santa Anna, A. *Ecstatic Economics*. The Luminous Developmental Canon, 2026. Chapter 3, "The Somatic Dimension of Economics," from the canon text. The physiological account draws on polyvagal theory, whose claims are debated in the research literature; it is cited for the book's argument about time horizons and for the calm-weeks rule, not as settled physiology.
2. Strathern, M. (1997). 'Improving ratings': Audit in the British university system. *European Review*, 5(3), 305–321. https://doi.org/10.1002/(SICI)1234-981X(199707)5:3<305::AID-EURO184>3.0.CO;2-4 (resolved by Crossref, 21 October 2026). Goodhart's 1975 paper is not re-read here; see chapter 10, note 2. Strathern's essay concerns university audit, not firms, and the caution is chapter 10's recommendation for practice, not a finding of either source.

The Workbook

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