

THE PASTURE WAS NEVER EMPTY · CHAPTER THIRTEEN

The Workbook

Chapter Thirteen of The Pasture Was Never Empty

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Santa Anna, A. (2026). The Workbook. In The Pasture Was Never Empty (ch. 13). Luminous Prosperity Inc. https://doi.org/10.5281/zenodo.23989541
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Published by Luminous Prosperity Inc. for Haute Lumière. Author ORCID 0009-0008-3244-0306.

DOI 10.5281/zenodo.23989541 · this record's page: business.hautelumiere.life/library/the-pasture-was-never-empty/13-the-workbook/

Please cite as: Santa Anna, A. (2026). The Workbook. In The Pasture Was Never Empty (ch. 13). Luminous Prosperity Inc. https://doi.org/10.5281/zenodo.23989541

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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

Each of the first twelve chapters of this book ends with a tool. This chapter gathers all twelve in one place, sets out the order in which a team or a household is most likely to use them, and adds a ninety-day plan for each. The tools are reproduced as they appear in their chapters, so that these pages can be printed and worked from without turning back. Where a tool points to another chapter, that chapter holds the reasoning; the page here holds the practice. Five rules from the body of the book govern every page that follows. A tool used against any of them is being misused, however carefully it is filled in. The order and the plans below are this book's recommendation, drawn from Santa Anna's Ecstatic Economics , Ostrom's principles and the cases in Chapters 5 and 7. They have not been tested as a programme. Nothing in this workbook is investment, legal or tax advice; anything that touches the ownership of property or the terms of employment belongs with a lawyer, or with the collective agreement where employees are represented.

CHAPTER THIRTEEN

The Workbook



The Workbook

HAUTE LUMIÈRE · THE PASTURE WAS NEVER EMPTY · CHAPTER THIRTEEN

How to use this workbook

Each of the first twelve chapters of this book ends with a tool. This chapter gathers all twelve in one place, sets out the order in which a team or a household is most likely to use them, and adds a ninety-day plan for each. The tools are reproduced as they appear in their chapters, so that these pages can be printed and worked from without turning back. Where a tool points to another chapter, that chapter holds the reasoning; the page here holds the practice.

Five rules from the body of the book govern every page that follows. A tool used against any of them is being misused, however carefully it is filled in.

1. Information before instruction. The first change a group sees is something it can look at together, not a new rule (Chapter 8, Week 2). People's own norms begin to work on what they can see.
2. The users hold the pen. The people who draw on a commons write and change its rules; the sponsor above them sets the outcome and leaves the method (Chapters 3, 6 and 8).
3. Every boundary has a door. Whoever draws a line around a shared thing also writes how someone outside comes in, and how someone inside leaves (Chapters 3, 6 and 11).
4. The first response is a word. The ladder begins with a private question between peers, never a charge or a fine, because a fine can turn a norm into a price (Chapters 5 and 9).
5. No reward or penalty hangs on a single number. The health sheet is read first by the users, as questions about their own commons (Chapter 9).

The order and the plans below are this book's recommendation, drawn from Santa Anna's *Ecstatic Economics*, Ostrom's principles and the cases in Chapters 5 and 7. They have not been tested as a programme. Nothing in this workbook is investment, legal or tax advice; anything that touches the ownership of property or the terms of employment belongs with a lawyer, or with the collective agreement where employees are represented.

The order of the tools

The tools are reproduced below in chapter order; the table gives the order in which most groups use them.

ORDER	TOOL	CHAPTER	WHO	TIME
1	The First Look	1	the leader, alone	10 minutes
2	The Thirteen-Week Plan (commitments)	8	sponsor and convenor	1 hour before Week 1, then 2 minutes each Thursday
3	The Conversation Cards	10	the leader, before each conversation	one card per conversation
4	The Commons Inventory	2		1 hour

ORDER	TOOL	CHAPTER	WHO	TIME
			leader with two or three colleagues, or a household	
5	The Commons Health Sheet (baseline)	9	the keeper of the record	baseline before any change, then every four weeks
6	The Principle Audit	3	leader with at least two users	90 minutes
7	The Case Reading Card	7	anyone tempted to borrow an arrangement	45 minutes a case
8	The Loop Map	4	leader with two or three users	60 minutes
9	The Graduated Response Ladder	5	everyone who shares the resource	45 minutes
10	The One-Page Commons Charter	6	everyone who shares the resource	1 hour
11	The Gate Card	12	whoever keeps the commons	10 minutes a week
12	The Kitchen-Table Charter	11	a household	1 hour, at a calm time

The ninety days, for a leader

The thirteen weeks of Chapter 8 are the ninety days. This plan lays the tools over them, with the decision due at the end of each stretch. The roles are Chapter 8's: sponsor, convenor, keeper of the record, user-monitors and users.

Before day 1 · Commit. Fill in the First Look alone. Then the sponsor and convenor fill in the commitments on the Thirteen-Week Plan: the commons, the five roles, the outcome the sponsor sets, what the sponsor will decide and what the sponsor will not. If a board, finance, a union or works council, or partners need to agree before anything starts, fill a Conversation Card for each and hold those conversations now. Chapter 8 notes that Weeks 6 and 12 tend to need a conversation of their own, so keep the cards to hand. *Decision before day 1:* the sponsor has signed what they will not decide.

Days 1 to 7 · Name the commons and the people (Week 1). Run the Commons Inventory with three or four users from both sides of the resource. Draw its two boundaries: who draws on it, and exactly what it is. Draw the stakeholder map. The keeper starts the baseline on the Commons Health Sheet from records that existed before this week: emails, calendars, invoices, recollection checked against documents. *Decision by day 7:* the resource and its users, in two sentences.

Days 8 to 14 · Measure the delay, then shorten it (Week 2). Ask how long it takes, today, between overuse and someone knowing. Build the smallest shared view the users can all see, updated daily, and add no rule

to it. The keeper finishes the baseline before the view has had time to change behaviour. *Decision by day 14:* what is visible, to whom, and how often.

Days 15 to 21 · Audit with the users (Week 3). Run the Principle Audit with as many users as can come, scoring with evidence from the past three months. Fill a Case Reading Card for any arrangement someone wants to borrow from elsewhere. Draw the Loop Map on the scored audit and find the dotted arrow that would complete the most loops. *Decision by day 21:* the two moves the users choose.

Days 22 to 42 · Design with the users (Weeks 4 to 6). In Week 4, the users draw the boundary, the allocation, the reserve, the door and what each gives back, and the keeper writes the boundary note. In Week 5, the users write the Graduated Response Ladder, with its protections. In Week 6, they fix the regular meeting and the rule for changing rules, and the keeper gathers everything into the One-Page Commons Charter, which every user signs. *Decision by day 42:* the signed charter.

Days 43 to 70 · Run it (Weeks 7 to 10). Nothing new is added. The regular meeting meets; the user-monitors report two numbers and one observation. Expect the first dispute and hear it in the week it is raised; expect the first rule change and record it with its date. The convenor runs the two-minute stall check every Thursday, and from Week 7 keeps a Gate Card at the end of each week. Watch the meeting's length: if it grows past fifteen minutes, find out why. *Decisions by day 70:* the first settlement and the first rule change, both made by the users at the regular meeting and recorded by the keeper. Nothing else is added; the group runs what it built.

Days 71 to 91 · Review and nest (Weeks 11 to 13). In Week 11 the keeper fills in the Commons Health Sheet against the baseline, with its five written sentences. In Week 12 the users re-score the Principle Audit with new evidence, and the sponsor joins for the second half, asks only about the outcome, and, if it is met, confirms in writing that the method stays with the users. In Week 13 the users rotate the keeper and the user-monitors, set what passes up to the sponsor's layer, and decide whether to offer the method to a second commons. Lay the Gate Cards kept since Week 7 side by side. *Decision by day 91:* next quarter's roles, and whether there is a next commons.

After the ninety days, the Gate Card and the regular meeting continue. The health sheet is kept every four weeks; the charter is reviewed on the date written on it.

The ninety days, for a household

Days 1 to 7 · Name one shared thing. Each adult fills in the First Look, at home rather than at work. Compare the lists on a calm evening and choose one shared thing to begin with: usually the joint account, sometimes the housework, the car or the evenings. Nothing else this week.

Days 8 to 14 · See what each puts in. For one week, each adult writes down every piece of household work they do, including the invisible ones: planning, remembering, noticing (Chapter 11). At the end of the

week, compare the lists on a calm evening. The comparison is the sense loop; what the household decides about it is its own.

Days 15 to 21 · Write the charter. In one hour, at a calm time, write the Kitchen-Table Charter for the shared thing you chose. Give its second line the most care: what each of you may use without asking or explaining. Agree the regular look: day, time, fifteen minutes. Write the first response to an overspend as a question. Set the date to look at the charter again, about three months on.

Days 22 to 84 · Keep the regular look. Fifteen minutes on the same day each week, with the shared thing open in front of you. Disagreements noticed midweek are written down and brought to the regular time, not raised at the moment of discovery. If the commons is held with adults who do not live together, a parent's care or an inherited house, use the family card from the Conversation Cards to open the first conversation, and agree a call at a fixed interval: a fortnight for a parent's care, once a year in spring for a shared property.

Days 85 to 91 · Look at the charter itself. Read it aloud together. Change what no longer fits. Answer its last line: the one thing you can observe, after three months, that shows whether it is working. If it is, choose the next shared thing, and begin again at day 8.

Where a household commons touches ownership, an inherited house, a share in property, the terms of a sale, the household's agreement about use and costs is its own to write. The parts that touch ownership belong with a lawyer.

1 · The First Look (Chapter 1)

A ten-minute exercise, alone, before reading further. It is the smallest version of the Commons Inventory in Chapter 2, and it can be done on a train.

1 · Three things you drew on this week (4 minutes). Name three shared resources you used in the past seven days that someone else also depends on and that could run out, wear thin or get crowded. At work, think of time, attention, money, space, tools and goodwill. At home, think of money, time, the car, the evenings, a parent's care.

SHARED THING	WHO ELSE DRAWS ON IT?	IF I TOOK TWICE MY USUAL SHARE, WOULD ANYONE NOTICE? WHEN?

2 · The one nobody watches (2 minutes). Circle the row where the honest answer to the last column is *no one*, or *only when it ran out*. That is an open commons, in Hardin's sense.

3 · Who carries it (2 minutes). For the circled row, write the name of the person who bears most of the cost when it is overdrawn. If the answer is *me*, write that. If it is someone who has never complained, write their name and underline it.

4 · One sentence (2 minutes). Write the sentence you could say to the others who share it, this week, that would make the pattern visible without blaming anyone. Begin it with *I think this is a shared thing*.

Keep the page. Chapter 2 turns it into the full inventory.

2 · The Commons Inventory (Chapter 2)

A one-hour exercise for a leader and two or three colleagues, or for a household at a kitchen table. Its purpose is to name the shared resources you already govern and to see, for each, which kind of commons it is: open and unmanaged, or bounded and governed.

Step 1 · List the shared things (15 minutes). Write down every resource that more than one person draws on and that can be depleted, crowded or degraded by overuse. Aim for at least eight. Prompts: money (budgets, petty cash, a joint account); time (meeting hours, a shared expert's attention, a manager's open door); space (rooms, desks, a shared drive's storage); attention (a channel everyone posts in, a client's patience); trust (a brand's reputation, a family's goodwill toward one member); tools (a vehicle, a licence, a test environment).

Step 2 · For each, answer five questions in a table.

SHARED RESOURCE	WHO MAY TAKE FROM IT? (NAMED, OR "ANYONE")	WHERE DOES IT BEGIN AND END?	WHO DECIDES THE RULES, AND CAN USERS CHANGE THEM?	WHO NOTICES OVERUSE, AND WHOM DO THEY ANSWER TO?	WHAT HAPPENS THE FIRST TIME SOMEONE OVERDRAWS IT?

Write *nobody* or *unclear* where that is the honest answer. Those words are the finding.

Step 3 · Classify (10 minutes). Mark each row:

- Open: anyone may take, nobody watches, nothing happens on overdraw. Hardin's pasture.
- Fenced: the rules exist but the users cannot change them, or the watcher answers only to someone outside the group.
- Governed: a boundary, rules the users can amend, a watcher accountable to them, and a small first response to overuse.

Step 4 · Choose one (10 minutes). Pick the open or fenced resource whose overuse costs the most, in money, hours or goodwill. Write one sentence on what the overuse is costing now, with a figure if you have one and a note of where the figure came from.

Step 5 · Draw one boundary (10 minutes). For that one resource only, write down both boundaries of principle 1: who may draw on it, and exactly what it includes. Share it with the people who use it and ask them one question: *what would you change?* Their answers are the beginning of principle 3, and of the next chapter's audit.

Keep the table. Chapter 3 scores it against the principles; Chapter 6 turns it into a one-page charter; Chapter 8 builds a thirteen-week plan on it.

3 · The Principle Audit (Chapter 3)

A ninety-minute exercise for a leader and the people who share a resource with them. Use one resource from the Commons Inventory in Chapter 2, ideally the one you marked *open* or *fenced* and chose in step 4. Do it with at least two people who draw on the resource and are not its formal owner.

Part A · Describe the resource first (15 minutes). Answer in a sentence each:

1. How fast does it replenish? (daily, weekly, yearly, never)
2. Can each person's use be seen by the others? (yes, partly, no)
3. How many people draw on it, and how different are their needs?
4. What is the cost when it is overdrawn, and who bears it?
5. Is there an outside authority (head office, board, regulator, parent) whose rules already apply?

Part B · Score the split principles (30 minutes). Use the reformulation of Cox, Arnold and Villamayor Tomás. Score each 0 (absent), 1 (partly present, or present on paper only) or 2 (present and used). For each score, write the evidence: one thing that happened in the last three months that shows it.

PRINCIPLE	SCORE 0–2	EVIDENCE FROM THE LAST THREE MONTHS	AT WHICH LAYER DOES IT HAPPEN?
1A The users are clearly defined			
1B The resource is clearly bounded			
1C The two boundaries fit each other			
2A Rules fit local conditions			
2B What each puts in fits what each takes out			
3 Users can change the rules			
4A Users (or people accountable to them) watch how the resource is used			
4B Users (or people accountable to them) watch the condition of the resource			

PRINCIPLE	SCORE 0–2	EVIDENCE FROM THE LAST THREE MONTHS	AT WHICH LAYER DOES IT HAPPEN?
5 The first response to overuse is small			
6 Disputes can be settled quickly and cheaply			
7 Outside authorities leave room to organise			
8 Larger matters are handled at a larger layer			

Do not total the column; the total is not the point. Note whether the watchers in 4A and 4B answer to the users: that accountability was the best-supported finding in the review.

Part C · Read the combinations (20 minutes). Answer each question with the scores in front of you:

- Is there a boundary (1A, 1B) without monitoring (4A, 4B)? Then the boundary is a sign nobody reads.
- Is there monitoring (4A) without a small first response (5)? Then the monitoring will feel like surveillance.
- Is there collective choice (3) without conflict resolution (6)? Then rule-changing meetings will end in grievance.
- Is there a boundary (1A) without a known entry route? Write the entry route now.
- Is there an outside rule (Part A, question 5) that replaced a norm the group already had? Name the norm.

Part D · Choose two moves (15 minutes). Choose the two principles whose absence makes the others weak. Usually that is one pair from Part C. For each, write the smallest version that could start within two weeks; who will do it, and to whom they are accountable; and what you will see in a month if it is working (an observation, not a feeling).

Part E · Agree how to review (10 minutes). Set a date four weeks out. At that meeting, re-score only the two principles you chose, with new evidence, and ask the people who share the resource one question: *what would you change?*

Keep the scored table. Chapter 4 reads it as a set of loops; Chapter 5 shows a graduated response ladder in working form; Chapter 9 gives a health sheet that tracks the same loops, one you can keep over a year.

4 · The Loop Map (Chapter 4)

A sixty-minute exercise for a leader and two or three people who share a resource. Use the resource you audited in Chapter 3, and its scored table. You will need a large sheet of paper and two pens of different colours.

Step 1 · Draw the resource (5 minutes). In the centre of the sheet, draw a circle and name the shared resource inside it. Around it, write the names of the people or groups who draw on it.

Step 2 · Draw the membrane (10 minutes). Draw a line around the users and the resource together. On the line, write who is inside (1A) and what the resource includes (1B); the door, how someone outside comes in; and any outside authority whose rules touch the line (principle 7), and whether those rules set outcomes or methods.

If you cannot draw the line because nobody knows where it is, write *no membrane* and stop the exercise there. That is the first thing to fix.

Step 3 · Draw the four loops (25 minutes). For each loop below, draw an arrow that leaves the resource and returns to it. Label each step on the arrow. If a step does not happen, draw that part of the arrow dotted.

LOOP	THE STEPS TO DRAW	THE QUESTION THAT TESTS IT
Sense (4A, 4B)	resource or user behaviour → someone notices → they tell someone accountable to the users	How long from overuse to someone knowing?
Reflex (5, 2B)	someone knows → a small response → behaviour adjusts → contributions and benefits rebalance	What is the smallest response that has actually happened?
Repair (6)	a dispute → a local, cheap place to settle it → a settlement both parties accept	How many disputes in the last year reached that place, and how many went around it?
Learning (3)	a rule stops fitting → users raise it → users change it → the new rule is used	When did the users last change a rule?

Step 4 · Mark the layers (10 minutes). For each loop, write beside it the layer at which it closes: the team, the department, the firm, the household, the extended family. Then ask whether it closes at the smallest layer that could handle it, or whether it has been sent upward without need (principle 8).

Step 5 · Find the living loops first (10 minutes). With the second colour, circle every loop or part of a loop that already works, with an example from the last three months. Then answer, in writing:

1. Which working loop could be made faster or cheaper this month? (Strengthening a living loop usually costs less than building a new one.)
2. Which dotted arrow, if completed, would complete the most loops at once? (Often it is the sense loop: without noticing, nothing else can start.)
3. What is the one action, by whom, by when, that completes that arrow?

Keep the drawing. Chapter 5 shows a working commons in which all four loops have closed every week for centuries; Chapter 9 measures each loop.

5 · The Graduated Response Ladder (Chapter 5)

A one-page agreement for any group that shares a resource: a team, a set of teams, a household. Write it with the people who will use it, not for them. It takes about forty-five minutes. Principle 5 is the subject; principles 3, 4 and 6 are the supports.

Part A · The resource and the line (10 minutes).

The shared resource:

What counts as overuse, stated so that anyone can check it from information all users can see:

How users will see it, and how often (the sense loop):

Part B · The ladder (20 minutes). Five rungs. Write what happens on each, who does it, and when the next rung applies. Keep the first two rungs between peers.

RUNG	WHAT HAPPENS	WHO DOES IT	MOVES TO THE NEXT RUNG WHEN
1 · Notice	A private word: "you were over; do you know why?" No record.	A peer who saw it	The same overuse happens again within _____
2 · Name	Raised at the regular meeting (the Thursday), as information, with the person present.	The person, or a peer	It happens a third time within _____, or the explanation does not hold
3 · Repair		The person, agreed by the group	The repair is not made by _____

RUNG	WHAT HAPPENS	WHO DOES IT	MOVES TO THE NEXT RUNG WHEN
	The person proposes how they will make it good (time, money, a fix), and the group agrees it.		
4 · Restrict	A temporary, stated limit on the person's draw on the resource, with a date it ends.	The group, or an officer accountable to it	A further breach during the restriction
5 · Review	The person's access is reviewed by the group, with a route back written into the decision.	The whole group	(End of ladder)

Part C · The protections (10 minutes). Agree and write:

1. Every rung applies the same way to everyone, including the person who leads the group.
2. A person can always ask to be heard at the next regular meeting before rung 3 or higher takes effect (principle 6).

Records are kept only from rung 3, and only for months.

The ladder itself is reviewed every months by everyone who uses the resource, and anyone may propose a change (principle 3).

Part D · The regular meeting (5 minutes). Name the day, the time, the length (fifteen minutes is enough for most groups) and who attends. Most weeks it will end in less. That is the sign it is working.

Sign it, all of you, and put it where the resource is used.

6 · The One-Page Commons Charter (Chapter 6)

A single page that any group can write in an hour: a team, several teams, a household, a volunteer board, a group of friends who share a house. It gathers the first five chapters into one document that the users write, sign and change. Use the resource you have worked through in the earlier tools, or start fresh.

THE COMMONS CHARTER OF (the group) FOR (the resource) Written on by (everyone who draws on the resource). Next review: .

1 · What we share. The resource, described in one sentence: What it includes and does not include (the resource's boundary): How fast it replenishes, and how we can see its condition:

2 · Who shares it. The people or teams who may draw on it: How someone new joins (the door): How someone leaves, and what they take with them:

3 · How we take, and how we give back. Each person's or team's share, or the rule for taking: What each contributes to keeping the resource in good order, in proportion to what they take: What changes in a hard season (a lean month, a drought, a crunch):

4 · How we change these rules. Who may propose a change: everyone who signs below. How a change is agreed (consent, majority, or another rule we choose): Where changes are recorded:

5 · How we see. What we watch about the resource's condition: What we watch about how it is used: Who watches, and to whom they report (it must be to us): How often we look together, and when (our Thursday):

6 · When someone overuses it. Our ladder, from Chapter 5, in brief: Rung 1 (a private word, by a peer): Rung 2 (named at our regular meeting): Rung 3 (a repair the person proposes): Rung 4 (a temporary limit, with an end date): Rung 5 (a review by all of us, with a route back): These rungs apply to every one of us, including whoever leads.

7 · When we disagree. Where disputes are heard (our regular meeting, or another named place): How quickly a dispute is heard after it is raised: Who decides if the two parties cannot agree, and who stands aside because they are involved:

8 · What sits above us. The outside authority whose limits we work within (head office, board, landlord, bank, parent): The outcome they set: The methods we keep for ourselves: What we pass up to them, and how:

9 · What we will notice in a month if this is working. One observation, not a feeling:

Signed:

Put it where the resource is used. Read it aloud at the first review. Change it the first time it stops fitting. A charter nobody has amended in a year is either perfect or forgotten, and it is rarely perfect.

7 · The Case Reading Card (Chapter 7)

A forty-five-minute exercise for reading any commons case, a historical one, a colleague's, or your own. Use it when you are tempted to copy an arrangement that worked somewhere else, and before you write a charter. Fill one card per case.

Part A · The resource (10 minutes).

What is shared?

Netting's five questions: Is the value per unit low or high? Is use frequent or occasional, dependable or not? Is there room to improve it? Does it need a large area or a large group to use well? Does it need investment

that only a group can make? (A resource that answers *low, occasional, little, yes, yes* is a natural commons; one that answers the opposite may be better divided.)

Does the resource move or change through the year (like Alanya's fish), or stay put (like Törbel's alp)?

Part B · The four solutions (15 minutes). For the case, write how it solves each:

PROBLEM	HOW THIS CASE SOLVES IT	OUR EQUIVALENT, IF ANY
Membrane: who is in, what is included, where is the door?		
Sense: who notices overuse, at what cost, how fast?		
Reflex: what is the first response, and what follows?		
Repair: where are disputes settled, how fast?		
Proportion: what limits each person's draw, and what does each give back?		
Learning: how are rules changed, and by whom?		

Part C · What the case cannot show (10 minutes). Write at least three sentences:

- Why might this case have survived for reasons other than its rules? (Size, stability, culture, selection.)
- Who did the arrangement exclude, and what did that cost them?
- What is the evidence: a study, a summary of a study, a story, a memory?

Part D · The translation (10 minutes). Complete these sentences:

Our equivalent of the winter hay (a private, visible limit on each person's draw) is

Our equivalent of the September list (who is in this season) is

Our equivalent of the fisher at dawn (the person most interested in noticing) is

The one thing from this case we will try, at the smallest scale, for four weeks, is

Keep the cards with the charter. Chapter 8 uses them in its third week.

8 · The Thirteen-Week Plan (Chapter 8)

A planning sheet for the sponsor and convenor to fill in before Week 1, and for the keeper to tick through the quarter.

Before Week 1 · Commitments (one hour).

The commons:

Sponsor: · Convenor: · Keeper of the record: · User-monitors: ,

The users (list or attach):

The outcome the sponsor sets (one or two measurable sentences):

What the sponsor will decide:

What the sponsor will not decide (the method): · Signed by the sponsor:

The weeks.

WEEK	PHASE	WORK	DECISION	ARTEFACT	DONE
1	See	Commons Inventory; stakeholder map	The resource and its users, in two sentences	Inventory; map	
2	See	Measure the delay; build the shared view	What is visible, to whom, how often	The shared view	
3	See	Principle Audit with users; Case Reading Cards	Two moves	Scored audit	
4	Design	Boundary, allocation, reserve, door, give-back	The allocation and the door	Boundary note	
5	Design	Graduated Response Ladder	The ladder	Signed ladder	
6	Design	The regular meeting; the rule for changing rules; the charter	Meeting day; rule-change rule	Signed charter	
7	Run	First full cycle	(none: run it)	Meeting notes	
8	Run	First dispute heard and settled	The settlement	Precedent recorded	
9	Run	First rule change	The change	Amended charter	
10	Run	Watch meeting length; fix stale data	(as needed)	Meeting notes	
11	Review	Commons Health Sheet	(none: measure)	Health sheet	
12	Review	Re-score audit; sponsor reviews outcome only	Sponsor confirms method stays with users	Written confirmation	
13	Nest	Rotate roles; set what passes up; consider a second commons	Next quarter's roles; next commons	Note of decisions	

The stall check (every Thursday, two minutes). The convenor answers:

1. Did the shared view update every working day this week? (If not: make updating a by-product of the work.)

2. Was any rung of the ladder used? If none for three weeks, is that because nothing happened, or because nobody will say the first word?
3. Was every dispute raised this week heard this week?
4. Has the sponsor stayed out of the method?
5. Is the meeting still under fifteen minutes?

Keep the sheet with the charter. Chapter 9 explains the measures in Week 11; Chapter 10 gives the conversations Weeks 6 and 12 tend to need; Chapter 13 gathers every tool.

9 · The Commons Health Sheet (Chapter 9)

A one-page sheet kept by the keeper of the record, filled in at the baseline (before any change) and then every four weeks. Each line states what was counted and what was not.

The commons: Period: to Keeper:

Part A · The resource (condition).

MEASURE	LEADING OR LAGGING?	BASELINE	THIS PERIOD	WHAT IT COUNTS, AND WHAT IT DOES NOT
_____ (e.g. evenings worked per week)	Leading			
_____ (e.g. departures, emergency top-ups)	Lagging			
_____				

Part B · Use (by user, not only in total).

USER OR TEAM	ALLOCATION	DRAWN	GIVEN BACK (MAINTENANCE, DOCUMENTATION, OTHER)	NOTE

Spread: the highest draw against allocation is ; the lowest is .

Part C · The loops.

LOOP	MEASURE	BASELINE	THIS PERIOD
Sense	Average days from overuse to someone accountable knowing		
Reflex	Breaches this period; share settled at rung one		
Repair	Disputes raised; average days to settle; number that went around the agreed place		
Learning	Rule changes this period; who proposed them		
Door	People who joined; by what route; days taken		

Part D · Trust (start and end of each quarter only). Anonymous, one to five, with the number of people answering: *I expect the others to take their fair share and no more:* (n = ___). *A concern I raised would be heard fairly:* (n = ___).

Part E · The honest reading (written, five sentences).

The measure that disagrees with the others is

What changed for reasons other than our governing (season, a new client, a departure, regression from a crisis) may be

A figure that is missing, and why:

What the sheet cannot show, that the users told us:

The question we take to the next regular meeting is

Rule for the sheet: no reward or penalty is attached to any single line of it.

10 · The Conversation Cards (Chapter 10)

Six cards, one for each conversation. Copy each onto an index card, fill in the blanks before the conversation, and keep it in a pocket. Do not read it aloud.

Every card has the same five lines.

What is true in their worry:

What they can already see (bring it): (a figure, its source, a shared view)

What I am asking for: (an outcome to approve, a role, an hour)

What stays theirs: (their control, their procedure, their veto, their relationship)

The question I will ask before proposing anything:

Card 1 · The board. Outcome I will be held to: . Method I am asking them to leave to the users for one quarter: . What I will bring back: the health sheet, on .

Card 2 · Finance or head office. Ceiling and reporting they keep: . Rule that removes spend-it-or-lose-it: . Their test after a quarter (ask them): .

Card 3 · The union or works council. What the monitoring is for, and what it is not for: . The line between the commons' ladder and the agreed disciplinary procedure: . The draft they will see before the team does: .

Card 4 · Partners. What I think I draw: . What I think I put back: . The page we will write together: .

Card 5 · Family. The feeling I will name, once: . What the agreement protects: . The one hour, and when: .

Card 6 · The sceptic. What Hardin got right about our resource: . Can it be divided without losing its value? . The role I will offer them in the test: .

After any card is used, write one line in the keeper's record: what was agreed, what was not, and when you will return.

11 · The Kitchen-Table Charter (Chapter 11)

A one-page charter for any household commons: a joint account, the housework, a shared property, a parent's care, a shared flat. Write it together, in an hour, at a calm time. Change it whenever it stops fitting. It is not a legal document; anything touching ownership of property belongs with a lawyer.

THE KITCHEN-TABLE CHARTER OF (who) FOR (what we share) Written on . We will look at it again on .

1 · What we share. In one sentence: What it includes: What it does not:

2 · What each of us may use without asking. (For money: an amount each month. For time: hours or evenings. For a property: weeks.)

3 · What each of us puts in. Including the work nobody counts: Is it in proportion to what each takes? If not, what balances it?

4 · How we look at it together. Day: Time: Length: (fifteen minutes is enough) What we look at:

5 · When one of us goes over. Our first response is a question, at our regular time: " ?" If it happens again: What we never do: raise it at the moment of discovery, in anger, or in front of others.

6 · When we disagree. We bring it to our regular time. If we cannot agree there, we will (wait a week; ask to help; take a walk and come back).

7 · Who joins, and how. (Children, partners, new flatmates, the next generation.) And how someone leaves, and what they take.

8 · What sits above us. (A landlord, a bank, a will, the law.) What it decides: What we decide:

9 · What we will notice in three months if this is working. One observation, not a feeling:

Signed:

Put it somewhere you will see it. Read it aloud the first time you use it. Change it the first time it does not fit.

12 · The Gate Card (Chapter 12)

A ten-minute practice for the end of a week, for anyone who keeps a commons: the convenor of a team's charter, the sponsor above several, an adult in a household. It is the loops of Chapter 4 made into five questions. Keep it on a single card per commons, for no more than three commons at once.

The commons: The week ending:

1 · The membrane (2 minutes). Did anyone join, leave, or ask to join this week? Did they find the door, or did they come round it (by asking someone senior, by simply taking)? If round it, write where the door should have been:

2 · The senses (2 minutes). What did the people who share this see about it this week that they could not see a month ago? How long after it happened did they see it? If the honest answer is *nothing* or *weeks*, write the one thing that would make it visible sooner:

3 · The reflex (2 minutes). Was a first word said this week, a private and mild *do you know why?* If not, was that because nothing happened, or because nobody wanted to say it?

4 · The repair (2 minutes). Was any disagreement about this commons raised this week? Was it heard this week, at the agreed place? If it went around the agreed place, to a manager, a parent, or into silence, write where it went:

5 · The learning and the carrier (2 minutes). Is there a rule that no longer fits? Who would propose changing it, and is it always the same person? And the question from Chapter 1: who carried most of the cost of this commons this week, and have they said so?

Once a quarter, lay the thirteen cards side by side. Count the weeks in which each question had a good answer. A commons whose cards show the first word said, disputes heard in the week and a rule changed at least once is alive, whatever else the quarter brought. Take the cards to the next review, with the health sheet from Chapter 9, and read them with the people who share the commons rather than to them.

A note on method

The tools are reproduced from Chapters 1 to 12 of this book without change to their substance. The order of the tools and the two ninety-day plans are this book's recommendation, drawn from the field manual in Chapter 8 and the household chapter, Chapter 11; they are not the finding of any study, and every figure in the composites they mention was set for illustration. Nothing in this workbook is financial, legal or investment advice.

The commons inside your firm

The things nobody owns are rarely empty and never ungoverned. Inside a firm they are often where a gain is kept that nobody has 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.

A one-page charter can be written in an hour. Which of your commons is overgrazed, and what its recovery would be worth, is read from your own records and people. That begins with a conversation.

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