

THE STANDING FOREST · CHAPTER THIRTEEN

The Workbook

Chapter Thirteen of The Standing Forest

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THE LICENCE

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Chapter Thirteen of The Standing Forest. The whole book, with every chapter, is at business.hautelumiere.life/library/the-standing-forest (DOI https://doi.org/10.5281/zenodo.23989542).

A NOTE BEFORE YOU READ

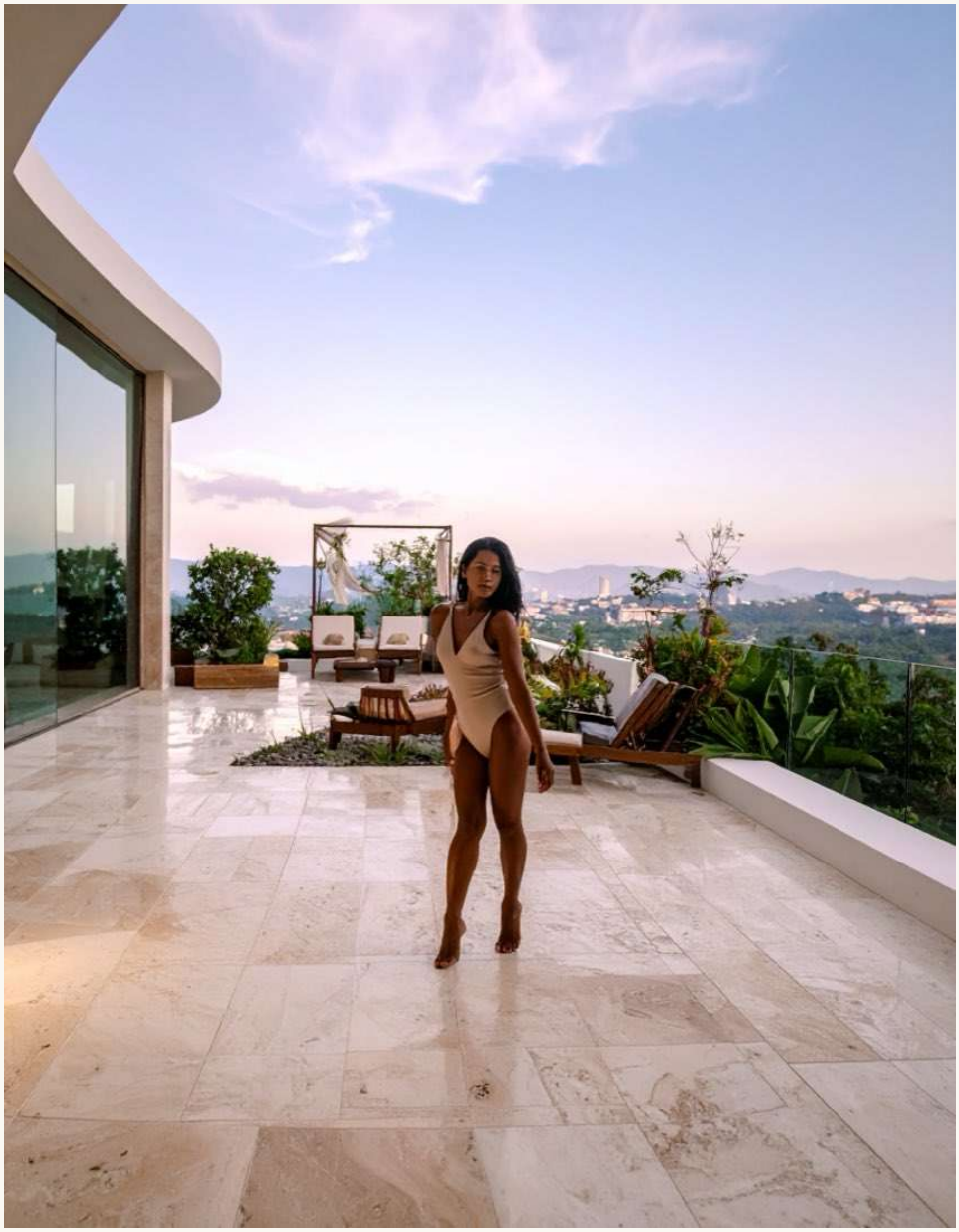
This work is offered for education and leadership development. It is not legal, financial, accounting, investment, medical or psychological advice; take the advice of a qualified professional who knows your circumstances. Companies and events are described from the public record as the author understands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

ABSTRACT

B · The ceiling. For each of the four or five largest flows across the coastline: C · The stock. Three things held whose condition this quarter's decisions affect. For each: better, worse or the same, and how you know. E · One move. One short need or one rising flow; the single change; who, and by when. Types: substitution · decoupling · precision · the floor · growth dependence · the needs of the poorest · new. Status: answered · testing · conceded · open . Two rules. Nobody closes their own objection. Read the conceded lines aloud at the start of each annual plan. One sheet, drawn by a small team in about ninety minutes, redrawn yearly without looking at the last. Three nested shapes: the living world · the people and places we depend on · us .

CHAPTER THIRTEEN

The Workbook



The Workbook

HAUTE LUMIÈRE · THE STANDING FOREST · CHAPTER THIRTEEN

1 · The Two-Ring Ledger · from Chapter 2

Quarterly. One page. About an hour the first time.

A · The floor. For each need the household or organisation exists to meet:

NEED	WHO IT IS FOR	MET / PARTLY / SHORT	EVIDENCE (FIGURE, DATE, NAME)

B · The ceiling. For each of the four or five largest flows across the coastline:

FLOW	THIS QUARTER (UNIT)	SAME QUARTER LAST YEAR	SOURCE

C · The stock. Three things held whose condition this quarter's decisions affect. For each: better, worse or the same, and how you know.

D · The three separations.

1 · Did money and throughput move the same way? If throughput rose faster, why?

2 · Did any decision raise a flow while lowering a stock?

3 · Which of this quarter's changes were growth, and which development?

E · One move. One short need or one rising flow; the single change; who, and by when.

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2 · The Objection Register · from Chapter 3

A standing document. Ten minutes to add a line; reviewed quarterly.

#	OBJECTION, IN THE RAISER'S WORDS	RAISED BY, DATE	TYPE	WHAT OUR FIGURES SAY	THE TEST THAT WOULD SETTLE IT	OWNER	REVIEW DATE	STATUS

Types: substitution · decoupling · precision · the floor · growth dependence · the needs of the poorest · new.
Status: *answered · testing · conceded · open*.

Two rules. Nobody closes their own objection. Read the *conceded* lines aloud at the start of each annual plan.

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3 · The Metabolism Map · from Chapter 4

One sheet, drawn by a small team in about ninety minutes, redrawn yearly without looking at the last.

Three nested shapes: *the living world · the people and places we depend on · us.*

1 · The diet. Five arrows in: energy, materials, water, purchased services, people's time. Quantity, unit, source.

2 · The wastes. Arrows out to the outer circle: emissions, scrap, packaging, water discharged. Quantity, destination.

3 · The output. One arrow to the middle circle.

4 · The body. Five things maintained, each marked *maintained*, *growing* or *being consumed*, with evidence.

5 · The loops. Every balancing loop already visible, in a second colour. Then: *where is a virtuous cycle already alive here?*

6 · The reciprocities. For each input, what is given back to its source. Leave blanks blank.

7 · The coat. Four signs of vitality, each with its record.

8 · One change. Circle the place where a small change would restore the most feedback.

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4 · The Four-Lens Portrait · from Chapter 5

Two half-days the first time; one half-day each year after.

Guiding question. *How can we be a place where our people thrive, on a site that thrives, while respecting the well-being of the people who supply us and the health of the whole planet?*

LENS	FIVE OR SIX ROWS OF	TYPICAL MEASURES
Our people (local, social)	measure · figure · source	pay against a living benchmark, leave taken, turnover, training, safety, voice

LENS	FIVE OR SIX ROWS OF	TYPICAL MEASURES
Our place (local, ecological)	measure · figure · source	what the land was; sealed surface, water leaving site, planting, waste leaving the gate
Their people (global, social)	one row per supplier	last visited, days to pay, a named wage or safety standard
The planet (global, ecological)	measure · figure · source	three largest materials, energy by source, transport fuel, traceable share

Reading. Mark the most surprising row in each lens. Write one *What would it take to…* question for each. Owner, and a date one quarter away. No targets yet.

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5 · The Purpose Charter · from Chapter 6

Two pages, drafted in one meeting, reviewed annually.

Page one. We exist to meet these needs (three to five lines) · We will respect these limits (three to five flows, units, direction) · We will not trade one ring for the other (what happens when a decision would).

Page two. Our ways of working (long term, prevention, integration, collaboration, involvement, each with a sign in a board paper) · Our keeper (name, question, report date) · New money first (threshold; date to review the five largest inherited commitments) · The gap, published (where, and by whom; not the chief executive).

Annual review. The keeper reads page one aloud, then names: one decision the charter changed, one it should have changed and did not, one line to rewrite.

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6 · The Stewardship Contract · from Chapter 7

One page, drafted with the steward.

1 · The service, named. One paragraph, signed by both.

2 · The practice, agreed. Three to five observable practices.

3 · The payment. Fixed, in money; paid within thirty days; not conditional on yield.

4 · The term. Five years, renewable.

5 · The counterfactual question. *What would happen to this land without this agreement?* Answered at the start and at renewal.

6 · The record. One visit a year by someone outside purchasing; one photograph from the same spot.

7 · The reciprocity line. What the steward receives besides money.

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7 · The Honest Dashboard · from Chapter 8

Annual, two pages; page one quarterly.

Before the first year: for each measure, write its unit, source, denominator and your expected figure. Seal the expectations.

Page one · The portrait.

LENS	MEASURE	UNIT	THIS YEAR	LAST YEAR (SAME BASIS)	SOURCE	BOUNDARY CHANGED?

Page two · The reading. What moved (and what else might explain it) · What disappointed (against the sealed expectation) · What we still cannot measure.

Rules. No composite score · no measure dropped in the year it disappoints · no measure tied to an individual's pay · page two read aloud by someone other than the person it describes.

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8 · The Year Plan · from Chapter 9

QUARTER	WEEKS	THE JOB	DOCUMENTS	THE SPONSOR'S DECISION
Before	−2 to 0	Decide; find the figures held	Sponsor's paragraph; list of figures	Working group membership
One · Seeing	1–13	Count, without targets	Two-Ring Ledger; Metabolism Map	Continue or stop
Two · Portrait	14–26	All four lenses; open the argument	Portrait; Register; four questions, costed	Which question to try
	27–39	One or two ten-week trials		Adopt, extend or stop

QUARTER	WEEKS	THE JOB	DOCUMENTS	THE SPONSOR'S DECISION
Three · Trying			Trial designs and results; Stewardship draft	
Four · Writing	40–52	Charter, dashboard, board	Purpose Charter; Honest Dashboard	Adopt the charter

Roles: sponsor · ring lead · keeper · recorders · working group (with one sceptic) · steward liaison.

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9 · The Conversation Card · from Chapter 10

Before: who, and what they hold · what they already do well, with its figure · their objection at its strongest · what is probably underneath · what part is true · our own figure that bears on it · the one small step I will ask for · the commitment I can keep.

After: their words, exactly · what I conceded · what they agreed to · what I said I would do, and by when.

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10 · The Kitchen-Table Ring · from Chapter 11

One sheet by the kettle, one month at a time.

1 · Our floor. Under each name: one need met, one need short.

2 · Our flow. One flow, its unit, a row per week.

3 · What already works. Three things, written on the first day.

4 · Enough. *I felt I had enough when…*, one sentence each, whenever it comes.

5 · The last day. At a meal: what surprised us · what would enough look like · one small change for next month.

The ninety-day plan, for a leader

Week 1 · Choose and measure. Choose one flow across your coastline. Name its unit, its source and the person who will record it weekly. Record revenue weekly beside it. Write down what you expect the first figure to be.

Week 2 · Find the living loop. Ask your team one question: where is a virtuous cycle already alive here? Write down every answer. Name one publicly and strengthen it.

Weeks 3 and 4 · Draw the first lens. Complete lens one of the Four-Lens Portrait: five or six measures of whether your own people can thrive, each with its figure and source.

Weeks 5 and 6 · Open the register. Start the Objection Register. Invite every objection to the work so far, in the raiser's own words. Raise one yourself.

Weeks 7 and 8 · Draw the other three lenses. Complete the portrait. Write *not measured* where you must. Mark the most surprising row in each lens and write one *What would it take to…* question for each.

Weeks 9 to 11 · Try one thing. Choose the cheapest of the four questions and run a trial. Record what it cost and what changed, in the portrait's units, and what else might explain the change.

Week 12 · Read it aloud. Present the flow, the portrait, the register and the trial to your board or team in one meeting. Include at least one objection you have conceded, and the figure that most disappointed you.

Week 13 · Decide the next ninety days. Choose the next flow and the next question. If the work is to become a year, turn to the Year Plan.

The ninety-day plan, for a household

Week 1 · Choose and measure. One flow: electricity, gas, food waste, car kilometres, or things bought and not used. Write it down each week on the sheet by the kettle.

Week 2 · Find what already works. Ask everyone at the table: what do we already do well, without trying? Name it and keep it.

Weeks 3 and 4 · The inner ring. Each person names one need of theirs that is met and one that is short. Write them down without discussion.

Weeks 5 to 8 · The question of enough. Once a week, at a meal, ask: when was the last time you felt you had enough? Listen. Do not solve anything.

Weeks 9 to 12 · One change. Choose one small change to the flow you measured, and one to a need that was short. Keep measuring.

Week 13 · Look back. Lay the thirteen weeks side by side. Say what changed, what did not, and what you would like to try next.

Keep every page. The worth of a workbook like this is not in any one sheet. It is in the drawer of sheets, laid side by side after a year, showing an organisation or a household what it has learned to see.

Between your floor and your ceiling

Every economy stands on a coastline, and a firm can learn to read both its floor and its ceiling with the figures already in its drawer.

Luminous Prosperity Inc. takes this work into organisations as a gainshare. The flow is opened from the inside, with the people who already hold what the firm knows. The gain is counted from records the firm already keeps, against a measure both sides sign before anyone knows the answer, and the house is paid as a share of what is found: between thirty and ten per cent of it.

This book reads the ring. Where your own organisation leaks between floor and ceiling, and what closing it would return, is read from your records. That begins with a conversation.

REQUEST A CONVERSATION

The Workbook

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