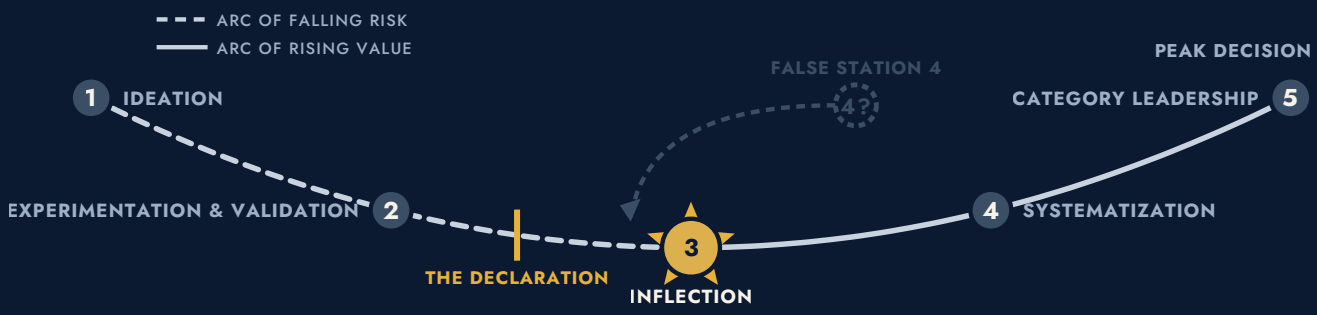
THE PENDULUM SERIES

STATION 3

INFLECTION

WORKBOOK

Carry the Declaration out, and keep the promise at a price that holds.



> The commitment phase. The task is to carry out the Declaration and make the promise real for paying customers.

Business or unit

Prepared by | **Started** | **Reviewed with**

Build it yourself from the books. Go faster with The Pendulum System: a 30-minute call, a mastermind group of business leaders at your Station, or a retreat or other event. thependulumsystem.com
Printable forms: pendulumseries.com/resources

STATION 3 · INFLECTION · BEGIN HERE

Where this workbook starts

This workbook is for the owner whose business is at this Station now. It turns the Station's work into decisions, evidence and a plan, and ends at the gate.

THIS STATION

The commitment phase. The task is to carry out the Declaration and make the promise real for paying customers.

WHERE YOU ARE

You have made the Declaration. Carrying it out means changing or leaving some established customers, offers and habits that still pay the bills.

WHAT GRADUATING GIVES YOU

A promise kept reliably enough to be worth building systems around, and the start of a moat.

WHAT PASSING THIS GATE COSTS YOU

The customers you liked serving. Nobody sends a thank-you note for the work you turned away.

HOW TO WORK IT

1. Read the worked example before each Work Now page: an owner's answers, taken from the books.
2. Fill the page after it for your own business. Mark every answer O, E, A or U.
3. Review the gate line by line. The first line you cannot mark Established is where the work is.
4. Put the quarter on one page, then bring the gate review and the plan to your next review, or to a call.

> Build it yourself from the books. Go faster with The Pendulum System: a 30-minute call, a mastermind group of business leaders at your Station, or a retreat or other event. thependulumsystem.com

How this workbook works

You do not graduate by completing the form. You graduate when the business condition is established and the evidence supports it.

A review date keeps the work moving; it is not a graduation deadline. Start with the earliest requirement your evidence does not yet support.

THE FOUR MARKS

Give every answer one mark, so you can see what you know and what you are hoping.

O Observed. It happened, and you can point to the record: the invoice, the call log, the buyer's words.

E Estimated. A number worked out from records. Say how.

A Assumed. What you believe and have not tested. An assumption is a test to run, not a fact to plan on.

U Unknown. What you need to find out. Name who will find it and by when.

WHAT IS IN THIS WORKBOOK

PART	WHAT IT COVERS	PAGE
Begin here	What this Station asks, and how to work it	2
Are you here?	You have declared who you serve best. But the work that conflicts with that choice is still on the books "just in case." Or it is gone, and you have not yet proven you can deliver the promise reliably and written down how you do it.	4
Worked examples	One before each Work Now page: an owner's answers, taken from the books	6
The Work Now 1	Publish the UBP to everyone who works with you.	7
The Work Now 2	Exit the work on the Cull List, each on its own date, inside the Vacuum Plan and above its stop line. Hold the price.	9
The Work Now 3	Put the released people, time and money to work on the promise.	11
The gate review	Station 3 graduates when the business keeps one promise, to the customers who were looking for it, at a price that holds.	14
Also here	The trough: the Vacuum Plan, week by week	12
Also here	The Framework Friction Score	5
Also here	What the evidence looks like	13
Also here	The one-page plan	16
Also here	Graduation sign-off	17
Also here	An AI interview (optional)	18
Also here	What a good interview sounds like	19
Also here	Before your call	20

THE FIELD MANUAL FORMS THESE PAGES BUILD ON

- Appendix I, Worksheet 3: Commitment and Capacity
- Chapter 2: The Vacuum Plan; Fund the transition
- Appendix B: UBP Template
- Appendix F: The Antibody Investigation

Where a quoted line names a chapter or appendix, it means The Pendulum Field Manual.

Are you at Station 3?

WHERE YOU ARE

You have made the Declaration. Carrying it out means changing or leaving some established customers, offers and habits that still pay the bills.

YOU ARE HERE IF

You have declared who you serve best. But the work that conflicts with that choice is still on the books "just in case." Or it is gone, and you have not yet proven you can deliver the promise reliably and written down how you do it.

Check each sign you recognize, then write the evidence below.

- ☐ Declared, but still doing the old work
- ☐ The Declaration is made, but the Cull List is not carried out, or the promise is not yet kept reliably, to the customers who were looking for it, at a price that holds.

The False Station 4 Check. Run this check when an established business has people and systems but still lacks a clear competitive direction, or when adding more process fails to resolve the strain. Use the False Station 4 Workbook.

RECORD THE WORKING DIAGNOSIS

Business or offer being examined

MARK ☐

Current Station and the evidence supporting it

MARK ☐

Graduation condition still unfinished

MARK ☐

Evidence or capability to establish next

MARK ☐

Action owner and review date

MARK ☐

"I don't know." Missing evidence is an action to take, not a verdict about your ability. Your Station is not a grade. It names the work to do next.

The Framework Friction Score

Once a quarter, and whenever the same mismatch keeps coming back in the weekly check, score how badly the business's 3A is mismatched with its Station, and so how urgently to act. Score against the Station you are in, not the one you would like to be in.

Start with your calendar, which has already recorded your Altitude: tag each meeting of the last two weeks as Street Level, Hilltop or Mountain Peak, by how far ahead it looked.

Dimension	What Station 3 asks	What you and the team actually do	Match?	Severity	Frequency	S × F
Altitude: what the calendar shows	Street Level: exit dates and delivery of the promise		☐			
Aptitude: who creates the value	The founder, training others to deliver from a playbook		☐			
Attitude: how money and standards are treated	Survival Mode turning into Strategic Investment, inside the Vacuum Plan: money only where the promise needs it, stop line watched		☐			
					Total	

For each dimension that does not match, score its Severity from 1 to 5 and its Frequency from 1 to 5, and multiply them. Add the results. A dimension that matches scores zero, and the most the business can score is 75. The form does not add up for you. Multiply and total by hand, so you see where the number comes from.

SEVERITY

- 1: it costs time or patience, and nothing else. No work redone, no date moved.
- 2: work inside the business is redone or delayed, but no customer, partner or employee has been let down.
- 3: someone has been let down: a promise to a customer, partner or employee missed, or a person lost over it.
- 4: the damage shows in the numbers or the plan: a customer or contract lost, a quarter's goal missed, or a gate condition that has not moved in a quarter.
- 5: the evidence shows a threat, within months, to the business's cash, its largest customer or its license to operate, and this mismatch is the cause.

FREQUENCY

How often it bit in the same quarter. A bite is an occasion you can name: a decision that waited, a job that went back, a rescue. 1: once or twice in the quarter. 2: about monthly. 3: about weekly. 4: several times a week. 5: every working day.

THE TOTAL SETS THE PRIORITY

0–5	Normal: check quarterly
6–15	Significant: act within a month
16–30	High: act within a week
31–50	Critical: act now
51–75	Severe: act now, and check for an emergency

One rule overrides the bands: a Severity of 5 on any dimension is an emergency, however rarely it bites. Score the damage that has happened and the threat the evidence shows, not the one you fear, and write the evidence beside each number.

The evidence behind each score

A high score points at structure, and the answer is a change in structure: start with the highest-scoring dimension. The Field Manual's Correct the mismatch, in Chapter 3, says what to change for each dimension.

The Work Now 1: how it looked

WORKED EXAMPLE

How the page looked in Steve's story, taken from the books. Read it, then fill the next page for your own business.

Declared UBP; UBP customers served to standard; price held; playbook:

> *"Fixed today or it's free"—for homeowners nearby with an urgent AC failure, who value certainty over cost.*
>
> *Paying UBP customers have received the promise at the promised standard; Steve counted a full month of them before he trusted it.*
>
> *After the bottom, the calls the promise was bringing in began to fill the hours the exits had released, at the price published with the promise, 20% above the old rate. The price held.*
>
> *Steve's promise was kept by vans he stocked and a crew he had trained himself. It was reliable, and it still ran through him.*

Who	Customer	Transformation	Unfair Advantage	Consequence	Same?
Leader (Steve)	*Homeowners in Clear Lake and Friendswood with an urgent AC failure, who value certainty over cost.*	*Fixed today.*	*Every van carries the 47 parts that fix 89% of residential HVAC failures.*	*If the team can't fix it today, the repair is free.*	*At Certainty Home Services the answer was on the side of every van: 'Fixed today or it's free.'*

1 The Work Now

THE WORK NOW 1

Publish the UBP to everyone who works with you.

Once you declare, the leader, salesperson and operations lead must name the same four; Station 3 tests that.

Ask each one separately. Write what they say, not what they meant.

Do they name the same four?

Who	Customer	Transformation	Unfair Advantage	Consequence	Same?
Leader					☐
Salesperson					☐
Operations lead					☐
					☐
					☐

Declared UBP; UBP customers served to standard; price held; playbook:

MARK

The Work Now 2: how it looked

WORKED EXAMPLE

How the page looked in Steve's story, taken from the books. Read it, then fill the next page for your own business.

Cash effect, against the Vacuum Plan and stop line

> *Lisa's projection said revenue would bottom out 23% down. It bottomed out 34% down, at about $37,000 a month, in the third month, when the last commercial contract ran out.*
>
> *The stop line they had agreed at the kitchen table was $33,000, and it held.*

Owner, next review; redirection done?

> *Owner: Steve. Lisa holds the Vacuum Plan numbers.*
>
> *Review: Monday cash and revenue with Lisa, forecast through day 120. Formal reviews at days 30, 60, and 90.*

Cull List item: stop, change or transition; exit date	Customer duties, agreements and people affected	Cash effect, against the Vacuum Plan and stop line	Owner, next review; redirection done?
Three commercial maintenance accounts worth $96,000 a year: letters in week 4, with 60 days' notice.	*Agreements either side could end with sixty days' notice; each letter recommended a commercial HVAC specialist. Two clients were fine; one yelled for fifteen minutes and apologized three months later.*	*The commercial letters alone cost $8,000 a month in recurring revenue.*	*Steve; the last commercial contract ended in the third month.*
Installations: no new quotes from day 1, current projects finished by day 90, referrals to a partner.	*Three builder contacts; an installation company took the referrals and agreed to send its emergency calls back. One builder, Frank, offered to pay in 60 days instead of 90; Steve said no.*	*Not given separately; part of the about $22,600 a month on its way out.*	*Steve; the last installation by day 90.*
Handyman work: declined from day 1.	*No customer to write to; technicians trained on the rule "We fix HVAC. Period." and to offer an electrician's name.*	*Not given separately; part of the about $22,600 a month on its way out.*	*The technicians, in the customer's home; declined from day 1.*

2 The Work Now

THE WORK NOW 2

Exit the work on the Cull List, each on its own date, inside the Vacuum Plan and above its stop line. Hold the price.

Inflection: carry out the Declaration. Use one row per Cull List item. A decision to stop is incomplete until the transition is responsible and the capacity is put to work.

The Cull List, carried out

Cull List item: stop, change or transition; exit date	Customer duties, agreements and people affected	Cash effect, against the Vacuum Plan and stop line	Owner, next review; redirection done?

The Work Now 3: how it looked

WORKED EXAMPLE

How the page looked in Steve's story, taken from the books. Read it, then fill the next page for your own business.

The playbook: what it covers, and who other than you has delivered from it

> *Steve recorded voice memos after every job: "I checked the capacitor first because with this symptom, 90% of the time, that's the issue."*
>
> *Steve watched a junior tech search the van for a part Steve could have found blind. He had never documented how the van was organized. He fixed the system, not the tech.*
>
> *Steve's promise was kept by vans he stocked and a crew he had trained himself. It was reliable, and it still ran through him.*

Released	Where it goes: the UBP work	Owner	Done, and date
Hours spent waiting on construction sites (wages and vans still running)	*With the right parts on their vans, the technicians finished jobs faster, so they could take more emergency calls.*	—	*By month five, emergency work had added $12,000 a month.*
Margin: operating margin up from 12% to 20%, about $9,300 a month against $6,800 before the letters	*Marketing and job hours on the one kind of work: "Spending more on either was no longer a gamble. It was a decision he could justify."*	*Steve*	*Month five after the letters (month 26)*

3 The Work Now

THE WORK NOW 3

Put the released people, time and money to work on the promise.

Assign an owner and a destination for every material release of time, people and money. Align pricing, offers, roles, marketing and sales behind the promise, and hold the price.

People, time and money released, and where they will go

Released	Where it goes: the UBP work	Owner	Done, and date

The promise, kept: count every UBP customer

Month	UBP customers served	Served to standard	Price held?	Each miss and its cause

The playbook: what it covers, and who other than you has delivered from it

MARK

The trough: the Vacuum Plan, week by week

The Declaration decides the Vacuum Plan together with the UBP and the Cull List, and Station 3 lives inside it.

The exits can remove revenue before the replacement arrives, so agree the plan before the first exit letter goes out.

Cutting work also releases costs and capacity, so model the actual cash effect instead of treating every dollar of revenue as a dollar of loss.

Set a stop line in the plan before the first customer is told: the number that would make you pause the remaining exits and protect the reserve. A bad week reopens nothing.

Vacuum Plan: lowest projected balance, stop line and this week's balance:

	MARK

A month in the trough, three ways

	Before the exits	Replacement on plan	Replacement slower
Revenue			
Direct costs, including costs the exits remove			
Contribution			
Continuing overhead			
Operating surplus			

Cash by week, against the stop line

Week	Opening cash	Receipts	Payments	Closing cash	Above the stop line?
					☐
					☐
					☐
					☐
					☐
					☐
					☐
					☐
					☐
					☐
					☐
					☐
					☐

A worked example

> Steve's evidence: $32,000 of parts on the vans; technicians delivering from the 47-part list; the last commercial contract ended in the third month and the last installation by day 90; operating margin up from 12% to 20% at the higher price.
>
> About $271,000 a year was retired, roughly 40% of revenue. The Vacuum Plan, agreed with Lisa, who kept the books and whose salary carried the household, set a stop line to protect the reserve before the first customer was told.

Look at what the evidence is made of: counts, dates, prices, names and people's own words. None of it is an opinion about the business.

Your evidence, in the same terms: counts, dates, prices, names, words

Gate review

THE OUTCOME TO SEEK

The Declaration carried out: one promise kept, to the customers looking for it, at a price that holds, with the released capacity working on it.

THE GATE TO GRADUATE

Station 3 graduates when the business keeps one promise, to the customers who were looking for it, at a price that holds.

Start with the earliest requirement your evidence does not yet support. The first line you cannot mark Established is where the work is.

1 Your declared UBP is published and known to everyone who works with you.

☐ Established ☐ Not yet ☐ Unknown

The evidence

MARK

Next action, owner and review date

2 Paying UBP customers have received the promise at the promised standard; Steve counted a full month of them before he trusted it.

☐ Established ☐ Not yet ☐ Unknown

The evidence

MARK

Next action, owner and review date

3 The work on the Cull List has been exited or transitioned, each exit on a lawful, financially supportable date, and the released time, people and money have gone to the promise while your price held.

☐ Established ☐ Not yet ☐ Unknown

The evidence

MARK

Next action, owner and review date

4 You have a manual playbook someone else could follow.

☐ Established ☐ Not yet ☐ Unknown

The evidence

MARK

Next action, owner and review date

The one-page plan

The question for this Station. Station 3: Which Cull List exit comes next, on what date, and is the released capacity reaching the promise?

Record the graduation condition, the evidence already held and the gap to close. Choose the Big Three: up to three objectives, never more, that will change that condition, each with an owner, a measure and a review date. Everything else goes on the Not Now list.

Quarter and business or offer

MARK

Working Station and graduation condition

MARK

Evidence we already hold

MARK

Gap we will close and how we will recognize progress

MARK

The Big Three: each objective, owner, measure and review date

Objective	Owner	Measure	Review date

What we will stop or change

MARK

Resources required and next review date

MARK

THE WEEKLY CHECK-IN

Ask: What changed in the evidence or capability this week? Did we complete the action? Did it move the business toward the graduation condition? If it did not, distinguish a missed action from a weak assumption or an unsuitable method. Record the next decision.

This page is the Field Manual's 90-Day Plan, Chapter 2.

Graduation sign-off

A calendar, a headcount or a finished worksheet does not pass a gate; the market and the numbers do.

- [ ] Gate line 1 established, with the evidence on page 14
- [ ] Gate line 2 established, with the evidence on page 14
- [ ] Gate line 3 established, with the evidence on page 14
- [ ] Gate line 4 established, with the evidence on page 15

Date

Reviewed by, separately, and compared

Navigator's tip: complete the check separately, then compare the evidence behind your conclusions. The disagreement often reveals the decision the two of you need to make.

What carries forward: the evidence, the commitments and the open questions

Next: Station 4 Workbook.

Go back to the earliest gate you can no longer prove and repair it deliberately: a Regression, which is discipline, not failure.

An AI interview

OPTIONAL

An AI assistant can play the adviser who keeps asking for the example. It cannot see your business, and nothing it says is evidence. Use it to sharpen your answers, then bring them back to these pages.

THREE RULES

1. Use labels, not names. No customer's or employee's name, contact details or account numbers go into the chat.
2. Give it your numbers. Never let it fill a gap with one of its own.
3. Mark everything it hands back O, E, A or U before you act on it. Most of it will be A.

COPY THIS INTO THE ASSISTANT

Interview me about my business at Station 3, Inflection, as the Pendulum Series defines it. The gate for this Station: Station 3 graduates when the business keeps one promise, to the customers who were looking for it, at a price that holds. 1. Your declared UBP is published and known to everyone who works with you. 2. Paying UBP customers have received the promise at the promised standard. 3. The work on the Cull List has been exited or transitioned, each exit on a lawful, financially supportable date, and the released time, people and money have gone to the promise while your price held. 4. You have a manual playbook someone else could follow. Judge only against that gate, and say so when a question goes beyond it. Ask one question at a time. When my answer is vague, ask for a specific example: a date, a number, what a buyer actually said. Keep four lists apart: what I observed, what I estimated, what I assumed, and what I don't know. When I answer with a hope, say so and ask what record would settle it. Use only what I tell you: no invented numbers, competitors or customer opinions. Start with: "What did you declare, and what is still on the books that conflicts with it?" Cover who can state the UBP in the same four parts; each Cull List exit, its date and its obligations; the Vacuum Plan, the stop line and this week's balance; where the released people, time and money went; how often UBP customers got the promise at standard; the playbook and who other than me has delivered from it. After about ten questions, give me the next exit and its date; the cash effect of each exit, counting the costs it removes as well as the revenue it loses; released capacity that has no destination yet; the first gate line my evidence does not yet support.

What it surfaced that you had not written down, marked O, E, A or U

What a good interview sounds like

A sample interview. The questions show how the assistant should press; the answers come from Steve's story in the books, some in the words of the people around them. Notice where it stops at a hope and asks for the record.

What did you declare, and what conflicting work is still on the books?

> *Three commercial maintenance accounts ($96,000 a year): letters in week 4, 60 days' notice. Installations: no new quotes from day 1, current projects finished by day 90, referrals to a partner. Handyman work: declined from day 1.*

What is your stop line?

> *Hold above $33,000 monthly revenue and two months of unavoidable business payments in cash and unused credit—$36,000. If either line is crossed or forecast to be: stop the exits still to come and protect the reserve. A bad week reopens nothing.*

How did the trough compare with the forecast?

> *Lisa's projection said revenue would bottom out 23% down. It bottomed out 34% down, at about $37,000 a month, in the third month, when the last commercial contract ran out.*

Where did the released time go?

> *With the right parts on their vans, the technicians finished jobs faster, so they could take more emergency calls. The phone kept ringing, and now they could answer it.*

Is the price holding?

> *After the bottom, the calls the promise was bringing in began to fill the hours the exits had released, at the price published with the promise, 20% above the old rate. The price held.*

Who other than you can keep the promise?

> *Steve's promise was kept by vans he stocked and a crew he had trained himself. It was reliable, and it still ran through him.*

Before your call

Your next conversation. Use it to examine one decision, not to tour the whole workbook.

A 30-minute call. We'll place your business on its Station and name the gate you haven't yet passed. Then we'll agree on the one move that matters most now. There's no obligation.

A Station mastermind. A group of business leaders at the same Station, working through the same gate.

A retreat or other event. In person or virtual.

What would graduating from this Station change for the business? Name it in money, risk, customers or your time.

Which gate line can you not yet mark Established, and what evidence is missing?

The one move you want to examine: the decision, the evidence it needs and when you could review it.

Bring the gate review, the Friction Score and the one-page plan from this workbook.

The Pendulum System: thependulumsystem.com