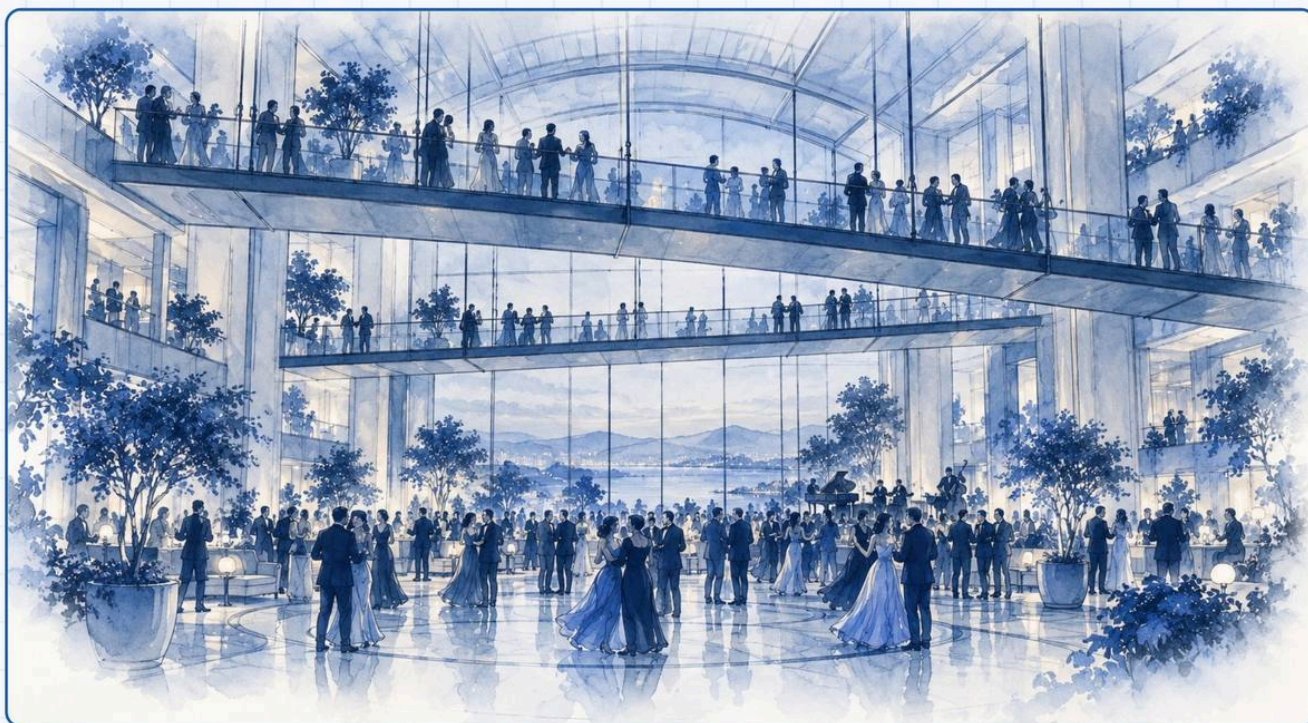


VOLUME TWO · CHAPTER ONE

Load-Bearing

Levels of work, and matching people to the weight they can carry



Structures do not fail because the people inside them lacked effort or goodwill. They fail because a load was placed on a member that could not carry it — and because nobody had a method for checking.

DOODLE

DISCOVER

DO

BEFORE YOU BEGIN

A building you draw, mark up, and argue over.

This blueprint is a cross-section of a building. Each floor is a level of work. The beams between the floors are the managerial relationships. You will draw your own organisation into it, mark where the weight actually sits, and then decide what to change.

1 Doodle

Get the current reality onto the page — time-spans, names, real reporting lines, the state of every beam — without judgement and without polish.

2 Discover

Stand back and let the page tell you what it is telling you: the gaps, the doubling, the strained beams, who is stretched and who is stranded.

3 Do

Leave with one structural change, three conversations, one thing you will stop, and a date to reopen the blueprint.

YOU WILL NEED

The blueprint printed large — A1 if you can, A3 at minimum. Pencils, not pens. Something to erase with. Three hours.

BEST WITH

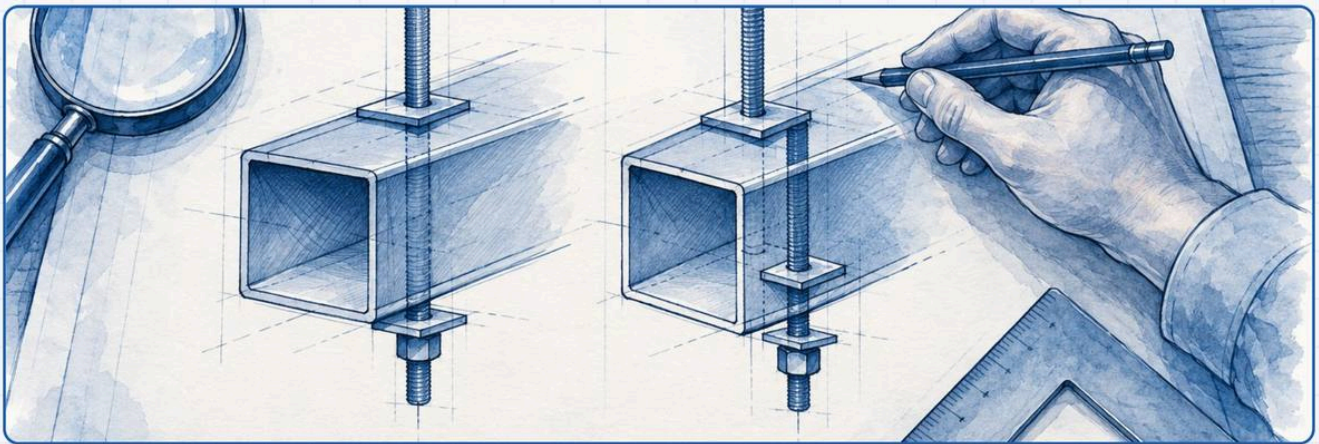
A leadership team examining its own structure, with someone independent holding the pencils. It works alone, but it is far better with a group.

The erasing matters. You will change your mind.

KANSAS CITY, 1981

It was asked to bear a weight it was not built to bear.

In July 1980 a hotel in Kansas City opened with a soaring atrium crossed by suspended walkways. It was an elegant piece of design. Just over a year later, in July 1981, during a crowded tea dance, two of those walkways — one hung directly beneath the other — collapsed onto the people below. One hundred and fourteen people died.



The investigation did not find a saboteur, or anyone who stopped caring in the way we usually mean it. It found a change to a connection detail — continuous hanger rods replaced by two shorter sets of rods — proposed during fabrication and approved without anyone fully tracing what it meant. The change doubled the load carried at one connection. That connection had never been capable of carrying what was now placed upon it. For a year it did, right up until it didn't.

A NOTE ON THE RECORD

The engineers of record were later found responsible for the design failure and lost their licences. The lesson this chapter draws from it is narrower: the fault was structural, it was invisible to everyone walking on it, and nobody had a method for checking.

WHY OPEN WITH THIS

People do not announce their limits by buckling.

I open with this not to be grim, but because it is the cleanest illustration I know of the idea at the centre of this blueprint. Structures do not fail because the people inside them lacked effort or goodwill. They fail because a load was placed on a member that could not carry it — and because nobody had a method for checking.

Organisations do this constantly. We do it to people. And unlike steel, people do not announce their limits by buckling.

They absorb

The extra weight is taken on quietly, without complaint.

They cope

Longer hours. Weekends. The work still gets out the door.

They get worse

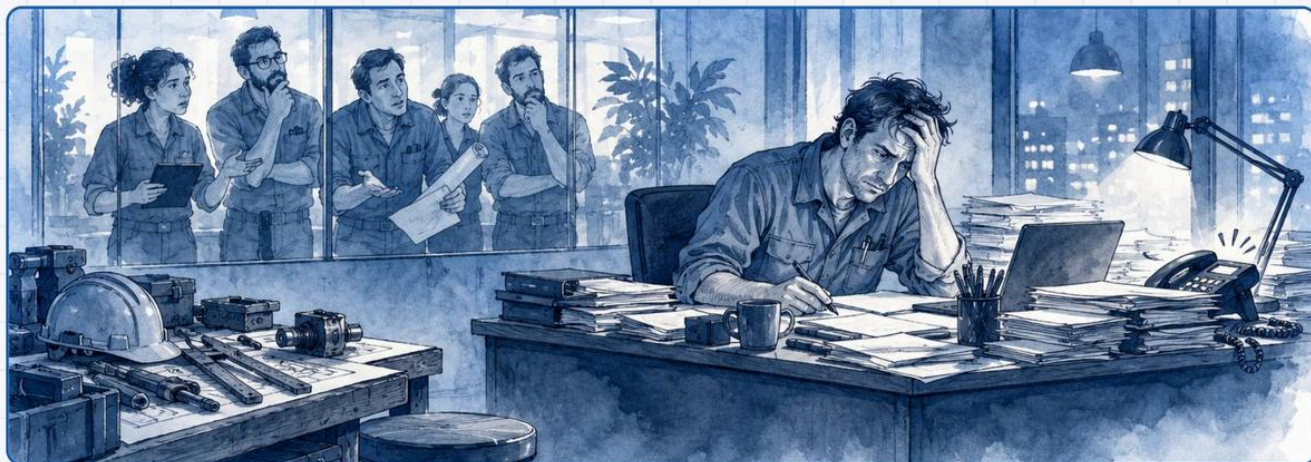
Quietly worse at the job, while looking busier at it.

Then one day something crowded happens, and the walkway comes down.

Where in your organisation is someone coping, rather than carrying?

STORY ONE · YOU HAVE WATCHED THIS HAPPEN

The one lever they know how to pull is now the wrong lever.



A superb individual contributor — the best engineer, the best nurse, the best salesperson on the floor — is promoted to lead the function they used to serve. Within eighteen months they are diminished. They work harder than they have ever worked. They are less effective than they have ever been. Their team is frustrated with them and they cannot understand why, because the one lever they have ever known to pull — apply more effort, apply more craft — is now the wrong lever entirely.

The conventional diagnosis is that they need development. Sometimes that is true. Often it is not. Often we took a person whose capability was superbly matched to work of one kind of complexity, placed them into work of a different kind of complexity — out of Service, where you solve each case brilliantly yourself, and into Practice, where you must build the system that solves cases without you — and then told them the gap was a personal failing.

STORY TWO · THE RESULTS ARE PUBLIC

A load added to a frame that could not distribute it.



Sporting stories are useful here because the results are public and the counterfactual is visible. Almost every league in every code has its cautionary tale: a club under pressure spends enormous money on an individual of unquestionable talent, and the team's performance declines.

The individual is not the problem. The structure into which they were inserted did not have a role of the right shape, a chain of accountability that made sense, or a coach operating at the level required to integrate them.

Who did you hire for their talent, into a frame with no room for them?

STORY THREE · IN THE NAME OF AGILITY

Some layers were decoration. Some were load-bearing.



In the last two decades a great many organisations have removed layers of management in the name of agility. Some of these were genuinely good decisions: there were layers doing nothing but relaying information. But a significant number removed load-bearing layers — the Strategic Development floor that translated intent into operational reality, or the Practice floor that held a whole function together.

Decisions stop

Nobody left holds the authority to make them.

The top drowns

The executive is suddenly buried in operational detail.

Talent leaves

The people who needed a real manager go and find one.

Three stories, one story: a structural problem, read as a personal one. This blueprint exists to stop you doing that.

THE INTELLECTUAL FOUNDATION

Fifty years studying why some organisations work and others grind.



The foundation of this chapter is the work of Elliott Jaques, a Canadian-born psychoanalyst and organisational scientist. His research began in the late 1940s at the Glacier Metal Company in London — the beginning of many years of research there — and produced a body of theory known as Stratified Systems Theory, later expressed as a practical design method under the name Requisite Organization.

Jaques is not famous in the way some management authors are famous. His writing is dense, his vocabulary precise to the point of severity, and he had little patience for the popular management market. That is a shame, because the core of what he found is simple, enormously useful, and has been applied for half a century in armies, mining companies, hospitals and public services.

His successors gave the levels working names. In this chapter I use those of the Matrix of Working Relationships, developed at BLOSS by Gillian Stamp and colleagues from Jaques's research: Quality, Service, Practice, Strategic Development, Strategic Intent, Corporate Citizenship and Corporate Prescience. The names describe the work, never the person doing it. Here is the core, stripped of the apparatus: three ideas.

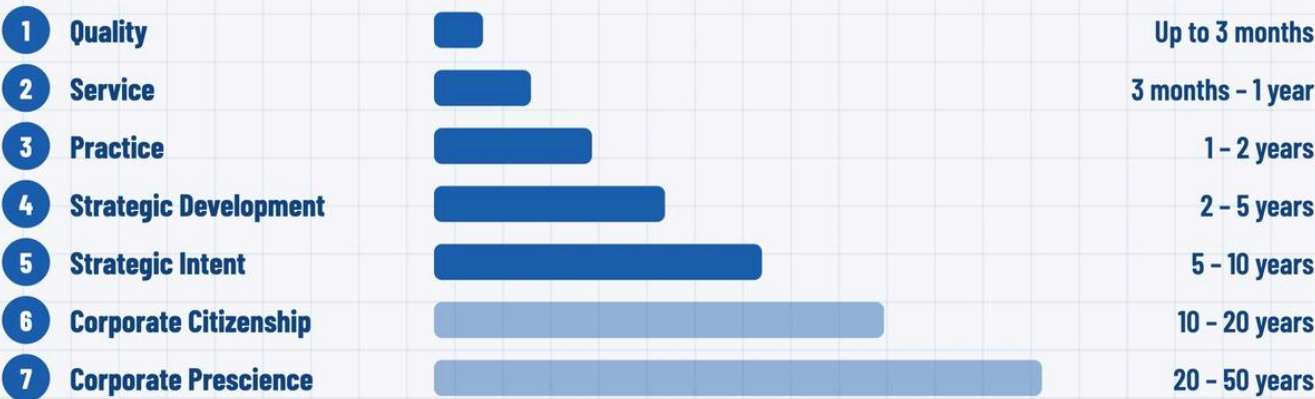
FIRST IDEA · WORK COMES IN LEVELS, AND THE LEVELS ARE REAL

Size the work by its longest task – not by how hard it feels.

We usually size work by how hard it feels, how many hours it takes, or how many people it touches. Jaques found a better measure: the length of the longest task a role is genuinely accountable for completing. He called it the *time-span of discretion*.

THE DIAGNOSTIC QUESTION

If this person stopped working today, how long would it take before the consequences became obvious?



Across very different organisations, those time-spans do not spread evenly. They cluster into distinct bands – and the bands correspond to genuinely different kinds of thinking. Jaques called them strata. Practitioners who build on his work give each one a name for the kind of work done there – Quality, Service, Practice, Strategic Development, Strategic Intent, Corporate Citizenship and Corporate Prescience. Most organisations need five; the largest reach seven.

The time boundaries are Jaques’s. The names are those of the Matrix of Working Relationships, the levels-of-work framework developed at BIOSS from Jaques’s research.

The longest task my role is genuinely accountable for:

SECOND IDEA · THE LEVELS DIFFER IN KIND, NOT DEGREE — AND EACH HAS A NAME

The next level is not more of the same. It is a different problem.

This is the point most people miss, and missing it causes most of the damage. Moving up a level is not doing the same work with more hours. Each floor has its own kind of work, and its own name.

OPERATIONAL · 1-3 · VALUE TODAY

ORGANISATIONAL · 4-5 · THE NEXT DECADE

STRATEGIC · 6-7 · THE ENTERPRISE ACROSS GENERATIONS

1 · Quality

UP TO 3 MONTHS

Make or do it right

Concrete work to a known standard, where the output can be seen and checked. The judgement lives in how — within the procedures.

2 · Service

3 MONTHS - 1 YEAR

Respond to the case

Every client, patient, shot or case is a little different: diagnose it and choose the right response. Specialists and first-line team leaders live here.

3 · Practice

1 - 2 YEARS

Build the system

Design, run and improve the practice, so the work is done well across many cases without you doing it yourself.

4 · Strategic Development

2 - 5 YEARS

Develop what is next

Turn intent into new capability: trade systems off against each other, test scenarios, develop what the business will need.

5 · Strategic Intent

5 - 10 YEARS

Set the purpose

Hold a whole business in a context you do not control, and decide what it is for and where it is going.

6 · Corporate Citizenship

10 - 20 YEARS

Steward the enterprise

Several businesses, nations and cultures: shape policy, standing and ethics in the societies the enterprise touches.

7 · Corporate Prescience

20 - 50 YEARS

Foresee the future

Sense what the world will need decades ahead, and create the contexts other people will work inside.

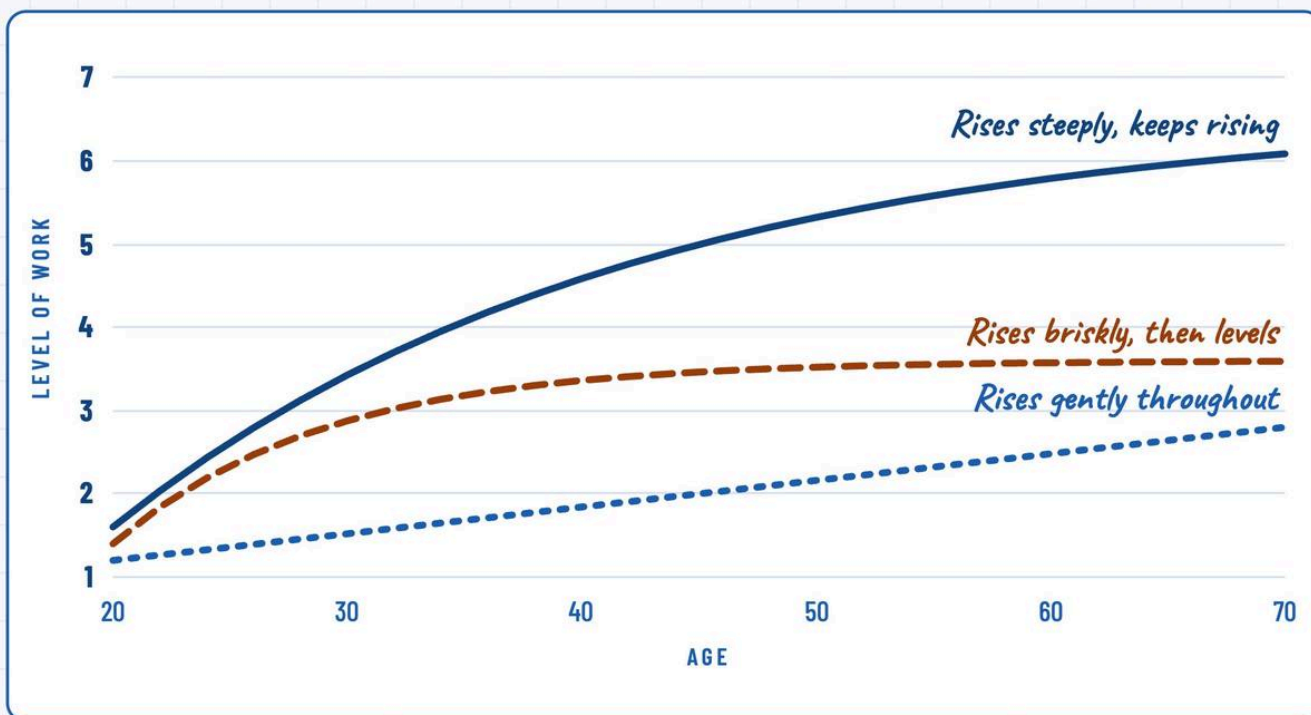
My role sits at _____. The floor above me answers:

The person brilliant at Practice may find Strategic Development not difficult, but invisible — the way someone without an ear for music cannot hear what a conductor hears.

THIRD IDEA · CAPABILITY IS REAL, IT GROWS, AND IT HAS A SHAPE

Different curves. Not better people.

Jaques proposed that each of us has a current capability for handling complexity, and that it grows across a working life along a trajectory whose shape is fairly stable. Some curves rise steeply and keep rising into our sixties. Some rise briskly, then level off. Some rise gently throughout.



HANDLE THIS CAREFULLY

This is the most contested part of Jaques's work, and the part where readers either accept the material or throw the book across the room. The claim is not that some people are better than others. It is that people differ in the complexity they can currently hold — and that this is different from intelligence, knowledge, effort and value. A specialist of extraordinary capability working at Service is a magnificent asset. Promoting them to run a whole business at Strategic Intent does not honour them.

WORK HARD, AND YOU WILL RISE

The organisation chart is not a ladder.



Most of us were raised on a simple story: work hard, and you will rise. Keep rising, and you will keep being rewarded. The organisation chart is a ladder, and the ladder is the point. Jaques's work says, gently but firmly, that this story is false — and that believing it causes enormous suffering.

Within a level

Effort matters enormously. It is the difference between doing that work poorly and doing it superbly.

Across levels

Effort does not carry a person up. You grow into a higher level if and as your capability grows.

THE REFRAME AT THE HEART OF THIS CHAPTER

Finding your level is not failure. It is fit.

I want to be direct about the emotional weight of this, because you will feel it in the room when you run this blueprint. People hear “you have a ceiling” and they hear a judgement about their worth. It is not.

Most miserable people at work are not inadequate — they are mismatched.

Drowning

Two levels above their current capability — a Service specialist asked to carry Strategic Development. Not lazy, not stupid. They were placed on a beam that could not carry them.

Stranded

Two levels below — a Practice-level mind given Quality work. Not disengaged by temperament. A steel column being used as a doorstop.

Both are structural errors. Both are fixable — not by exhortation, but by design.

Someone you know who is drowning — or stranded:

AN URGENCY THAT DID NOT EXIST FIVE YEARS AGO

Everyone now has leverage. That does not make structure overhead.



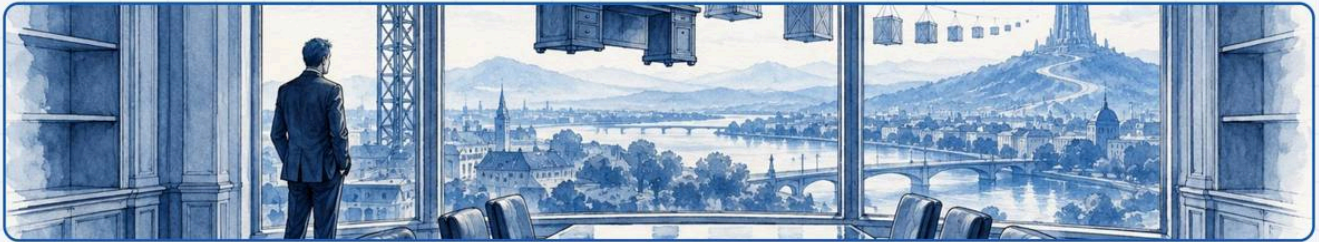
Artificial intelligence has handed individual contributors the ability to direct work at scale. One person with a set of capable agents can produce what once took a team — and that person is, in a meaningful sense, now managing. They arrived there without ever being assessed for the capability to manage, without a structure around them, and without anybody asking whether the work they are now accountable for sits at a level they can hold. A Service specialist with a fleet of agents has quietly been handed Practice work: building and running a system.

I am not a pessimist about this technology. But I am watching organisations flatten themselves faster than at any point in my career, on the assumption that if everyone has leverage, structure is overhead.

Structure turns individual effort into organisational outcome — and survives the departure of any individual.

THE MIRROR IMAGE OF THE FLATTENING — SEEN FROM THE INSIDE

The load was removed, and the title left behind.



For six years I was Head of People and Culture at an Australian visual effects company — one founded independently, decades ago, and later acquired into a much larger global group. When that acquisition came, the levels of work in the local business quietly changed without anyone redrawing the building.

Executives who had genuinely operated at the top of the local structure — working at Strategic Intent, setting the purpose of the local business years out — kept their titles and their business cards, but the real level of the work was moved elsewhere, to the centre of the global group. On paper, the floors were all still occupied. In reality, people sat in rooms labelled for one level of work while the work that defined that level had been lifted out from under them.

ON PAPER

5 Strategic Intent · local executive — title, business card, the whole local business

4 Strategic Development · heads of function

3 Practice · managers of each discipline



IN REALITY

5 Strategic Intent · the title remains. The work that defined this level now lives at the global centre.

4 Strategic Development · heads of function

3 Practice · managers of each discipline

It is the steel column used as a doorstop, made real — not because anyone was placed too low by mistake, but because the load was removed and the title left behind. And it produced exactly what this chapter predicts: not villainy, but good people straining against a mismatch no one had named, until many of them left.

A hollowed-out level does not announce itself. It just quietly stops bearing weight.

WHAT THIS BLUEPRINT IS FOR

What level of work is this – and where does it actually live now?



The organisations that will do well in the next decade will be those that keep asking the old question with new rigour.

- 1 What level of work is this?**
- 2 Who is genuinely capable of carrying it?**
- 3 And, just as importantly – where does this level of work actually live now?**

The first two questions find the drowning and the stranded. The third finds the hollow floors – the ones still titled, still paid for, still occupied, whose work moved somewhere else after a merger, an acquisition or a centralisation.

A level in our structure where the title stayed but the work moved:

REFERENCE COPY · THE MARGINS FILLED IN

The Load-Bearing Blueprint

LEVEL	TIME-SPAN	QUESTION	ROLES AND NAMES ON THIS FLOOR	LOAD
ROOF				
7	TIME-SPAN 20 – 50 years	THE QUESTION What should exist that doesn't	CORPORATE PRESCIENCE <i>Foresee the future</i>	
BEAM 7-6				
6	TIME-SPAN 10 – 20 years	THE QUESTION How do we belong in the world?	CORPORATE CITIZENSHIP <i>Steward the enterprise</i>	
BEAM 6-5				
5	TIME-SPAN 5 – 10 years	THE QUESTION What is this business for?	STRATEGIC INTENT <i>Set the purpose</i>	
BEAM 5-4				
4	TIME-SPAN 2 – 5 years	THE QUESTION What must we build for next?	STRATEGIC DEVELOPMENT <i>Develop what is next</i>	
BEAM 4-3				
3	TIME-SPAN 1 – 2 years	THE QUESTION How does the whole practice wo	PRACTICE <i>Build the system</i>	
BEAM 3-2				
2	TIME-SPAN 3 months – 1 year	THE QUESTION What does this case need?	SERVICE <i>Respond to the case</i>	
BEAM 2-1				
1	TIME-SPAN Up to 3 months	THE QUESTION Is it done well, to standard?	QUALITY <i>Make or do it right</i>	
DOODLE · DISCOVER · DO				

MARK EACH BEAM ☒ sound ☐ strained ☐ missing

BOTTOM TO TOP, QUALITY AT THE GROUND

The beams matter more than the floors.

1 The floors – levels of work

Seven bands, stacked: Quality at the ground, then Service, Practice, Strategic Development, Strategic Intent, Corporate Citizenship and Corporate Prescience at the roof. Most organisations need five; leave the top floors empty if yours stops lower.

2 The margin boxes – time-span and question

For each floor, the length of its longest task and the question that level exists to answer. Fill them in for your own organisation – or use the reference copy.

3 The open floor – roles and names

The white space is where you write the roles that genuinely sit on each floor, and the people in them.

4 The beams – managerial connections

The accountability link between a role and the role one level above. Each carries a circle: sound, strained, or missing. This is where organisations actually fail.

5 The load column

Down the right, what each level is actually carrying – against what it was designed to carry.

6 The foundation

Doodle · Discover · Do – the method the whole building stands on.

Levels describe work. People are matched to work.

THE ONLY RULES YOU NEED TO HOLD IN YOUR HEAD

Three rules govern the structure.

1 Every floor occupied. None doubled.

Two layers of management at the same level of work? One of them is not load-bearing — it is decoration, and it is in the way. A floor entirely empty? There is a gap, and the levels above and below are straining to reach across the void.

2 A manager sits exactly one level above.

Not two, not zero. One. A manager at the same level as their report cannot add judgement — only duplicate it. A manager two levels above cannot see the work well enough to guide it, and the report is effectively unmanaged.

3 The role defines the load. The person is matched to it.

Design the floor first. Then ask who can stand on it. The temptation — always — is to reverse this and build a level around a person you like. That is how buildings acquire strange rooms that serve no purpose and cannot be removed.

Which rule does our structure break most often?

Structure first — so that people can be well placed.

A GUIDED SESSION · THREE HOURS

Print it big. Pencils, not pens.



- 1 **Print the blueprint as large as you can** — A1 if you can manage it, A3 at minimum — and lay it flat on a table.
- 2 **Bring pencils and erasers. Not pens.** You will change your mind, and the page should let you.
- 3 **Choose who holds the pencils.** Ideally someone independent of the structure being drawn.
- 4 **Agree the ground rule before you start:** levels describe work, never people. Nobody is “only a Two”.

Be polite later, in Discover. In Doodle, be accurate.

DOODLE GET THE CURRENT REALITY ONTO THE PAGE

Map the time-spans, not the titles.

1 Place every role by its time-span

Starting with any role, ask: what is the longest task this role is genuinely accountable for completing, start to finish, without someone else taking it over? Not the longest task they have ever touched — the longest one where, if they stopped, it would stop. Write the role on the floor that matches.

2 Ignore the business card

A “Head of” whose longest genuine accountability is three months belongs on the Quality floor, where three-month work lives, whatever the title implies. Resist the urge to be polite about this.

3 Mark the people onto the roles

Now add names. Where a role and a person are clearly well matched, just write the name. Where you have doubt, write the name and circle it. Circles are not verdicts; they are places to return to.

Roles that sit on a different floor from their title:

DOODLE DRAW IT AS IT IS

Draw the real lines. Then mark every beam.

1 Draw the actual reporting lines

Not the org chart's. The ones that operate in reality — who actually sets this person's work, judges its quality, and is accountable for their output. Where the real line differs from the published one, draw both and mark the difference.

2 Mark every beam

Sound (✓), where the manager sits one clear level above. Strained (~), where the gap is wrong in either direction. Missing (×), where there is no genuine managerial relationship, only an administrative one.

3 Annotate the load column

For each level, write what it is actually carrying right now. Be blunt: "Carrying all escalations from two levels below." "Carrying nothing the business would notice." And: "Wears the title of this level, but the work now lives somewhere else."

MARK EACH BEAM

sound



strained



missing

If the page looks a mess, that is correct. A clean blueprint at the end of Doodle means you drew the organisation you wish you had.

DISCOVER

LET THE PAGE SPEAK BEFORE ANYONE DEFENDS ANYTHING

Pencils down. Stand back from the table.

Look at the page from a distance — genuinely, step back. Then work through these in order, out loud, as a group.

1 Where are the gaps?

An empty floor is the most common finding and the most consequential. It shows up as an executive complaining they are “in the weeds” and a middle layer complaining they are “not empowered”. Both are describing the same missing floor — most often Practice or Strategic Development.

2 Where is the doubling?

Two levels of management doing the same level of work. The tell is a layer that cannot describe a decision it makes alone. Not a reason to fire anyone — a reason to redesign a role, often by moving one of them up into a genuine gap elsewhere.

3 Which beams are strained?

Walk the marked circles one by one. A strained beam predicts, with grim reliability, the interpersonal conflict you are already living with. Much of what a team calls a personality clash is a structural mismatch wearing a personality costume.

The floor we are missing:

DISCOVER NOW, THE CIRCLED NAMES

Who is stretched, and who is stranded?

1 Two questions, kept separate

For each circled name, ask: is this person below the level of this role? And, separately: is this person above it? Both are structural errors. The second is more common than most organisations admit — and it is the one that loses you your best people.

2 Is any level hollow?

Look for this especially after a merger, an acquisition or a centralisation: a floor still occupied, still titled, still paid for — whose actual level of work has been lifted out and moved elsewhere. The person is not mismatched to the role; the role has been quietly emptied beneath them. Ask of each senior floor: does the work that defines this level still live here, or only the title?

3 What would fall down if one person left?

Find the roles where the honest answer is “a great deal”. Those are single points of failure, and they are almost always a sign that a structure was built around a person rather than a person placed into a structure.

A DISCIPLINE FOR THIS PHASE

Speak about roles, not people, for the first hour. “The Strategic Development role has no genuine manager” is a structural statement a group can work with. “Priya has no genuine manager” invites defence. You will need to name people eventually — earn the right by getting the structure clear first.

Stretched:

Stranded:

DO

INSIGHT WITHOUT COMMITMENT IS ENTERTAINMENT

Leave with four things, written down, with names and dates.

1 One structural change

Not five. One. The single alteration that would carry the most load: the gap you will fill, the doubled layer you will collapse, the beam you will repair, the hollow level you will either refill with real work or honestly retile. Doing one properly beats attempting four badly.

2 Three conversations

For the three most consequential mismatches: who will have the conversation, and by when. Not performance conversations — here is the level of work this role carries, here is what we observe, and here is the honest question about fit.

3 One thing you will stop doing

Usually a workaround quietly compensating for a structural fault — the executive who reviews work three levels down, the committee that exists because no single role is accountable. Stopping it is what makes the change real.

4 A date to reopen the blueprint

Six months. In the calendar before you leave the room. Structures drift and people grow; this is an instrument you return to.

ON THOSE CONVERSATIONS

Handled well, they are received with relief far more often than leaders expect. People generally know when they are drowning, and the loneliness of not being able to say so is worse than the saying.

THE TELL IS A COMPLAINT THAT DISAPPEARS

The problem stops being people and starts being design.

You will know this blueprint has worked when the conversation in your leadership team changes shape.

“She’s just not stepping up.”



“That role has no floor beneath it.”

“He’s a bottleneck.”



“We have three beams converging on one connection.”

“They don’t get along.”



“That beam is strained — they’re working at the same level.”

Design is the only version of the problem you can actually solve.

A complaint in our team, restated as design:

READ THESE BEFORE YOU BEGIN

Three warnings.

It will be used as a weapon if you let it

A framework that ranks the complexity of work can be wielded to rank the worth of human beings. It must not be. The moment someone uses a level as an adjective for a person — “he’s only a Two”, “she’s just Service” — stop the session and correct it. Levels describe work. People are matched to work. That distinction is the entire ethical foundation of the method.

Assessment is harder than it looks

Judging the level of a role is reasonably robust — the time-span question does most of the work. Judging a person’s current capability is genuinely difficult, and one afternoon with a blueprint will not make anyone expert at it. Treat your assessments as hypotheses to test over time, not verdicts to file. Where the stakes are high, bring in help.

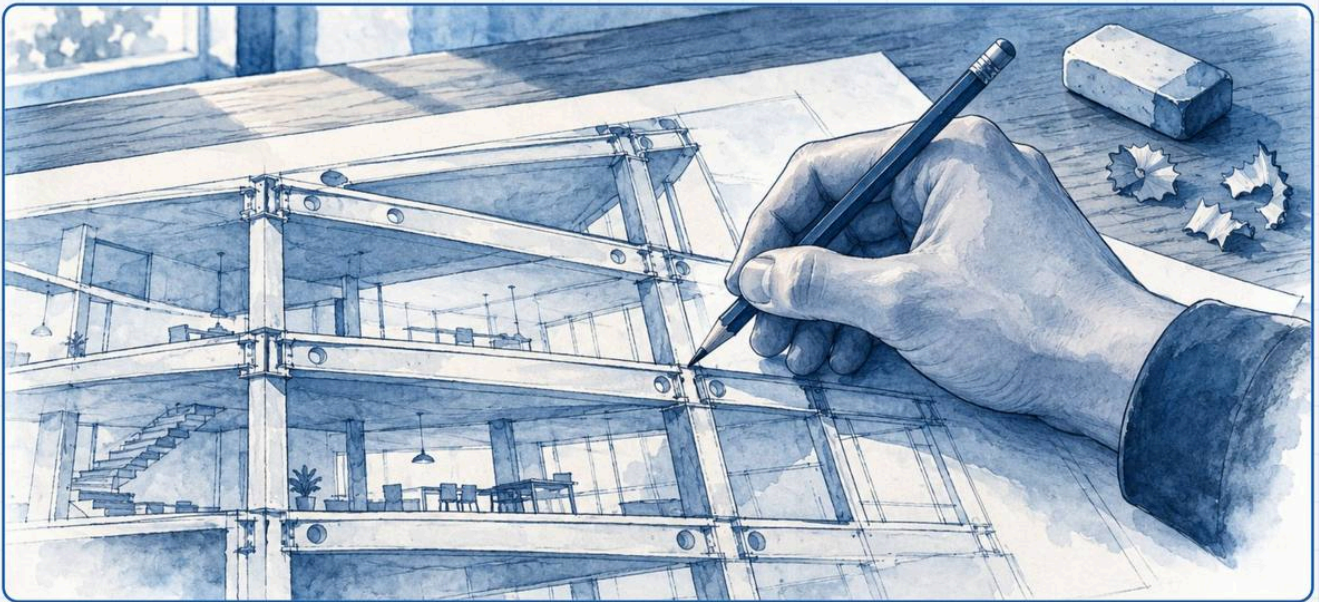
Do not redesign everything at once

The great failure of every structural method is the enthusiastic restructure: twelve changes announced on a Monday, an organisation in shock by Friday, eighteen months of recovery. One change. Then the next. Buildings are renovated a section at a time, with the rest of the structure holding.

Who will stop the session if a level gets used as a label for a person?

CLOSING

***You have the question,
and the page to draw it on.***



The walkways in Kansas City did not fail because anyone stopped caring. They failed because a load was placed on a connection that could not carry it, and no one had a method for noticing.

Your organisation has connections like that in it right now. Not because your people are careless — because nobody has looked at the structure with the right question in hand.

Open the blueprint. Pick up a pencil.

LOAD-BEARING

LEVELS OF WORK · THE WEIGHT EACH CAN CARRY

ORGANISATION / TEAM _____

DATE _____

MARK EACH BEAM

✓ SOUND

~ STRAINED

✗ MISSING

LEVEL OF WORK · TIME-SPAN	ROLES AND NAMES ON THIS FLOOR	WHAT IT IS ACTUALLY CARRYING
7 CORPORATE PRESCIENCE TIME-SPAN 20 – 50 years THE QUESTION <i>what should exist that doesn't?</i>		
BEAM 7-6 sound · strained · missing		
6 CORPORATE CITIZENSHIP TIME-SPAN 10 – 20 years THE QUESTION		
BEAM 6-5 sound · strained · missing		
5 STRATEGIC INTENT TIME-SPAN 5 – 10 years THE QUESTION	<i>General Manager – title stays...</i> 	<i>work moved to the centre...</i>
BEAM 5-4 sound · strained · missing		
4 STRATEGIC DEVELOPMENT TIME-SPAN 2 – 5 years THE QUESTION <i>what must we build now?</i>	<i>Head of Operations...</i> 	<i>all escalations from Service...</i>
BEAM 4-3 sound · strained · missing		
3 PRACTICE TIME-SPAN 1 – 2 years THE QUESTION		
BEAM 3-2 sound · strained · missing		
2 SERVICE TIME-SPAN 3 months – 1 year THE QUESTION	<i>Senior Coordinator?</i> 	<i>nothing they'd notice...</i>
BEAM 2-1 sound · strained · missing		
1 QUALITY TIME-SPAN up to 3 months THE QUESTION <i>done well, to standard?</i>		

LEVELS DESCRIBE WORK · PEOPLE ARE MATCHED TO WORK

DOODLE

Place each role by its longest task, add the names, draw the real lines, mark beams.

*the floor we skipped...**the beam that's strained...*

DISCOVER

Find the gaps, the doubling, the hollow floors — the stretched and the stranded.

*the missing floor...**stretched / stranded...*

DO

One structural change, three conversations, one thing to stop, a date to reopen.

*the one change...**we reopen on...*