

KAIROS ARC • THE DOORWAY INTO THE ARC

Reckoning

What is true whether I like it or not?

Before transformation comes truth. You cannot solve a problem you refuse to name. You cannot change a reality you refuse to face.

What is true
whether I like it or not?

Doug Adamson

This movement takes about an hour, if you are honest with it.

ABOUT THIS EDITION

This is the workbook edition of Reckoning the course, the entry point to the complete Kairos Arc. This edition contains it in full: every passage, every principle, and every instrument, with room to write by hand.

Handwriting is slower than typing. That is not a limitation of this edition. It is the reason it exists.

Nothing in this book is uploaded, scored or graded. There is no account to create and no card to give. This Reckoning course is free, in full, permanently.

SUPPORTING VOICES

Ray Dalio, *Principles*

Henry Cloud, *Necessary Endings*

Ecclesiastes 3

TRIM

Printed at 7.5 × 9.25 inches. If you are printing this at home on Letter or A4, print at 100 percent rather than “fit to page” and the pages will hold their proportions, with a white border you can punch or clip.

WHERE TO FIND THIS

This workbook, and the presentation it belongs to, are free to download at **reckoning.pplx.app**. The nine movements of the Kairos Arc are enrolled from the same place, once you decide to walk through the doorway.

Kairos Arc™ • See clearly. Build intentionally. Transform confidently.

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This is not a course you watch.

Most learning asks almost nothing of you. You consume it, you feel briefly inspired, and by Thursday you are exactly who you were on Monday. That is not a failure of information. It is a failure of exposure.

This Reckoning course is not a shallow quick fix. It will go deep and ask you probing questions, ask for a response, and wait for your answer.

Who this is for

This Reckoning course is written for the owner of a small business whose sales have plateaued or declined, and who suspects the reason is not effort.

If what you are facing is a hard push toward a goal you can genuinely see, with a real end in view, then congratulations, and go finish it. You do not need this course. Endurance is the right answer to that problem, and you already have it.

This course is for the harder case. It is for the season when the goal is no longer in sight because the ground itself has moved, and the work in front of you is not to push harder but to reimagine what your company could be.

- Do this alone, in one sitting, with the door closed.
- Write in full sentences. Bullet points let you hide.
- When a question stings, that is the question. Do not move past it quickly.
- Write by hand. Handwriting is slower, which is the point.
- Nothing is uploaded. Nothing is scored. Nobody grades this.

THE ONE RULE

You may not write anything here you would not be willing to say out loud to the person most affected by it.

Sit here for a moment before you turn the page.

WHY THIS IS CALLED KAIROS

Two kinds of time



CHRONOS AND KAIROS

The Greeks had several words for time. We are looking at two of them.

Chronos

Sequential time. Quantity. The clock, the calendar, the fiscal year. Chronos is what you measure and what you spend. It moves whether you do anything or not.

Kairos

The opportune moment. The right time, the appointed time, the moment when action will actually land. Kairos does not accumulate. It arrives, and then it passes.

*“Chronos tells you how long you have been waiting.
Kairos tells you the wait is over.”*

DOUG ADAMSON

Business owners who are experiencing a plateau or declining sales have a limited number of Chronos hours left to turn their companies around. What they need is the recognition that a Kairos moment is in front of them right now and will not stay there.

And a Kairos moment cannot be recognized by someone who is not being honest about where they are. That is why this movement exists, and why it comes before everything else.

“He hath made every thing beautiful in his time.”

ECCLESIASTES 3:11, KJV

The grinding noise



A WARNING LIGHT IS INFORMATION, NOT AN OPINION

Frequently there is a sound a car makes before it fails. Not a dramatic sound. A low grinding that you notice on a Tuesday and choose not to think about on a Wednesday.

What people do about that sound is the whole subject of this movement. And the plainest account of it I have ever heard came from a man who was not trying to teach me anything.

DOUG ADAMSON

When I was a young man I was at a young people's group at church. A guy came in late and he was visibly shaken. We asked him what was going on.

He said, "Oh man, it was horrible. I was driving over here and the warning light came on, and the car just started making this really loud grinding sound."

So we said, "What did you do?"

The question hung in the air. We were all expecting to hear that he pulled off the side of the road. That he ran the rest of the way, or got a ride, or called somebody. When you hear a grinding sound and a warning light comes on, that is what you assume happened next.

He said, in a genuinely terrified voice, and he was not kidding: "I just kept turning the radio up so I couldn't hear it."

We had a chuckle, and then we tried to tell him that is not how you respond to that. And he said, "I don't know anything about cars. I can't fix it. So I just turned the radio up."

That has stayed with me ever since, because it is not really about cars. When there is a problem in our life, how do we respond? Do we bury our nose in mindless scrolling? Do we go have a drink? Do we keep ourselves so busy that we never have to sit still long enough to face it?

In business it happens exactly the same way. You see the problem plainly. You know you probably don't have the expertise to fix it, just like my friend didn't have the expertise to fix his car. So you do more of the same and expect a different result. You do the things that worked in a previous season and expect them to work in this one.

The radio did not fix the car. It only delayed the repair, and delay is never free. It is simply invoiced later, with interest, usually at the least convenient possible moment.

PRINCIPLE

Most people know something is wrong long before they admit something is wrong.

This matters because it means your problem is almost never a lack of information. You already have the information. You have had it for months. What you lack is the willingness to say it in a sentence, out loud, in the present tense.

So that is what this movement asks of you. Not insight. Just naming.

Pain + Reflection = Progress

RAY DALIO, *PRINCIPLES*

PASSAGE ONE • WRITE

What is the sound you have been turning the radio up on?

Name the thing itself, not the reason it is understandable.

CARRY THIS FORWARD

Reduce what you just wrote to one plain sentence in the present tense. Not a plan and not a resolution, just what is true right now. Could you say it out loud to the person most affected by it? These are the sentences you carry into the rest of the Arc.

The farmer hoping for last year's crop



A NEW SEASON, AN OLD PLAN

Picture a farmer standing at the edge of his field. Last year the same ground gave him a bumper crop. He planted the same seed, in the same rows, on the same schedule. This season the yield is thin.

A thin harvest has many causes and most of them are not his. The weather does what it wants. The rain comes late or it does not come. Prices move. He cannot control any of that, and no amount of worry will change it.

But there is one cause he can actually check. He can walk out and test the soil. A soil test either eliminates the soil as the problem, which is worth knowing, or it tells him the ground has changed and last year's method is no longer the method. Either answer moves him forward.

So he waits instead. He tells himself it is early. He recalls what the field did last year, as if memory were a forecast. The one variable within his reach is the one he never tests, because the test might ask something of him.

Every plateau wears one of three faces, and the farmer is the first of them.

01 The old plan in a new season

What worked is still being executed faithfully, and it is no longer working. The effort has not dropped. The ground has changed underneath it.

02 The underperforming team

The people are capable and the results are flat. Which means the problem is not the people. It is clarity, structure, accountability, or a leader who has stopped asking.

03 The personal plateau

The business may be fine. You are not. The energy that used to be free now has to be manufactured every morning, and you have begun to call that normal.

PRINCIPLE

A plateau is not a punishment. It is information, arriving in the only language a season speaks.

Naming the right face matters, because each one has a different remedy. A market problem treated as a team problem costs you good people. A team problem treated as a market problem costs you a year. Applying the wrong remedy is how good operators lose years without ever being lazy.

You cannot name the face while you are still assuming that this year should behave like last year. So, like the farmer, we test the soil.

Which of the three faces of the plateau is yours, and what makes you sure?

If two of them apply, which one is doing the most damage?

What is true whether you like it or not?

Read each line slowly. Check it only if it is true, not if it is fair, not if it is your fault, not if you have a good explanation for it. True.

You will feel the urge to explain. Notice the urge. Do not obey it.

Gut-Punch Reality Checklist™

Twelve statements. Check what is true today, not what was true last year and not what you intend to be true by spring.

- ☐ I am in love with a memory, still waiting for last season's customers, people, or economy to come back and fix this.
- ☐ There is a number in my business I avoid looking at.
- ☐ I have explained the same problem away more than three times.
- ☐ Someone told me the truth in the last year and I found a reason to dismiss it.
- ☐ I am busier than I have ever been and less clear than I have ever been.
- ☐ I am protecting something that is already over.
- ☐ My calendar and my stated priorities do not match.
- ☐ I have normalized a level of exhaustion I would not accept for someone I love.
- ☐ What my customers actually experience is not what I tell people they experience.
- ☐ There is a conversation I have been rehearsing but not having.
- ☐ My body has been sending a signal I have chosen to interpret as inconvenience.
- ☐ If an honest stranger audited my last ninety days, they would name something I refuse to name.

_____ of 12 acknowledged

Which one did you not want to check?

Not the hardest one. The one your hand hesitated over.

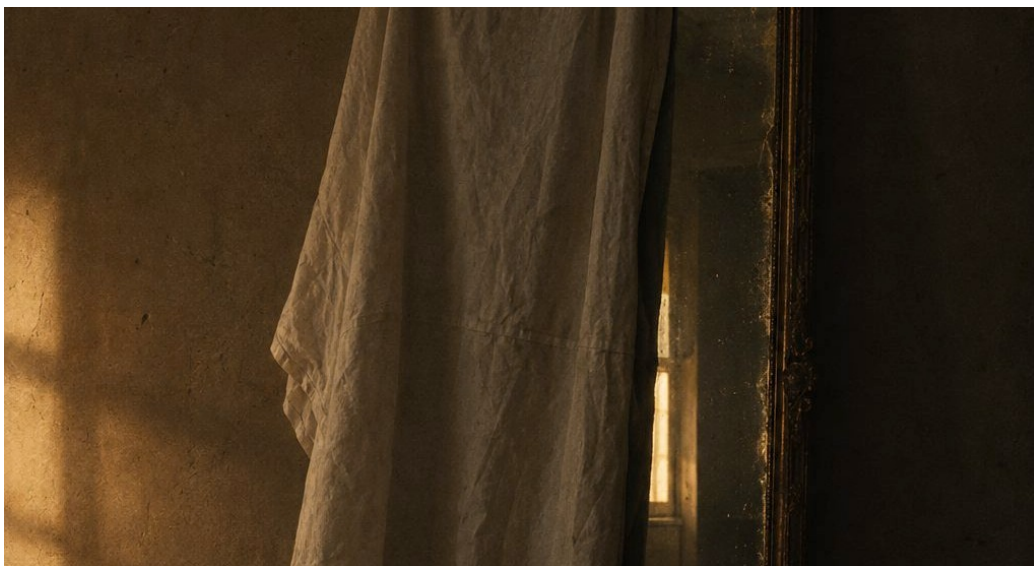
What truth am I avoiding?

Begin the sentence with "The truth is" and do not add the word "but."

CARRY THIS FORWARD

Reduce what you just wrote to one plain sentence in the present tense. Not a plan and not a resolution, just what is true right now. Could you say it out loud to the person most affected by it? These are the sentences you carry into the rest of the Arc.

Why we avoid the truth



WHAT IS COVERED IS STILL THERE

If you left items unchecked on the last page that you knew, in your gut, belonged checked, then this page is about that.

Avoidance is not stupidity and it is not weakness. It is a rational protection strategy running without your permission. It comes in three forms, and every one of them feels like good judgment from the inside.

01 Identity protection

The fact is not merely inconvenient. It contradicts who you believe you are. To admit the number is to admit something about yourself, and so the number gets renegotiated instead. This is the strongest of the three and the hardest to see, because it does not feel like avoidance. It feels like loyalty.

02 Selective attention

You are not lying. You are looking at the metrics that are healthy. The dashboard is real, the reports are accurate, and the one figure that would ruin your week is simply not on the page you open first. Nobody chose this. It assembled itself.

03 Deferred Reckoning

You fully intend to face it. After the quarter. After the launch. After the trip. The intention is genuine, which is precisely what makes it durable. A delay you believe in can run for years without ever feeling like a decision.

PRINCIPLE

Avoidance is never free. The interest accrues in silence and the bill arrives at the least convenient possible moment.

Notice that none of the three require dishonesty. That is what makes them dangerous. An honest person, operating in good faith, working hard, can run all three at once for a decade.

So the question is not whether you avoid. It is where, and by what method.

Of the three forms of avoidance above, which one is yours, and where is it operating?

Are you turning up the radio?

Avoidance is rarely idleness. It is almost always activity, the wrong activity, performed energetically, because motion feels like progress and progress feels like an answer.

A new logo instead of a hard conversation. A full page ad in a lifestyle magazine instead of taking my company through a Reckoning. A price promotion instead of a positioning decision. Another certification instead of a phone call. More hours instead of a different model. The louder the activity, the quieter the grinding.

PRINCIPLE

Busyness is the most respectable form of avoidance.

The Radio Audit™

Three questions. Answer the second one last.

What activity am I using to avoid a decision?

What warning signs have I normalized?

Things that alarmed you two years ago and no longer do. Turnover. A margin. A silence. A symptom.

What evidence contradicts the story I am telling myself?

You know the story. Now write the facts that do not fit it.

Read what you wrote once more before you turn the page.

The entrepreneur's trap



Athletes succeed by pushing through quitting points. So do entrepreneurs. The whole identity may be built on it: the ability to keep going when the sensible person stopped. It is a genuine virtue and it has made you everything you are.

Some athletes and some owners hold this in proportion. What follows is a caution for those whose identity is wholly wrapped up in their occupation or their athletic ability.

Eventually every athlete meets an injury, and eventually every business hits a plateau. At that moment the principle inverts. Perseverance stops being courage and becomes damage. The skill that got you here is now the thing hurting you, and it does not feel any different from the inside.

DOUG ADAMSON • THE BARRIER

I have a close friend who is starting a physical college. Not a program, a college. I don't think there are many people on earth who could do it, and if he were not as sharp and as equipped as he is, he could not have either. He did the base work. Found the personnel. Found the investors. Found the location.

He knew going in there would be a big cost and a big reward. When you talk to him now, he has been working six and seven days a week, that many hours a day, for so long that he is completely fried. He does not need a pat on the back. He does not need encouraging words. He is in a difficult situation whose only exit is the far side of it.

And every single sign says quit. He is overwhelmed. It is a strain on him, on his family, on his health. Everything you would normally read as a signal to stop is present and accounted for.

But the college is open. There are enrollees. He can see it. He thinks it is another four to six months of climbing and then he can let his shoulders down. He has already paid the cost. The only sane answer is to push through and go collect the reward.

Now hold that story in one hand, because the next one felt exactly the same from the inside and required the opposite response.

DOUG ADAMSON • THE WARNING

In the recession our business dropped eighty percent.

What we were looking at was either imminent failure, which was not uncommon at all in that stretch, or finding a way to hold on at break even long enough to make it back. There was no version of pushing harder that solved it. Volume was simply gone, and no amount of perseverance was going to go find it.

So we had to ask a different set of questions. At a volume eighty percent smaller, what does the overhead look like? What do the people look like? What resources do we already have in place that would work for a company one fifth of its former size?

That is reimagining, and it is not the same act as enduring. It took three years, a little longer actually, sitting at break even just to hold on until we could climb back.

That is where the Kairos Arc came from. It is not a theory I read. It is what we actually had to do.

So what separates them? Both were brutal. Both looked like every reason to stop. My friend's answer was to endure; ours was to reimagine. And the difference was not how hard it hurt.

DOUG ADAMSON • THE TEST

The difference between a barrier that needs to be pushed through and a warning that needs to be obeyed is whether the goal is in sight and within reach.

My friend can see his. It exists. It has students in it. His pain is the last stretch of a road with a known end.

In the recession there was no end in sight on the road we were on, because the road itself had been removed. Pushing harder on eighty percent less market is not perseverance. It is Blockbuster staying in the market too long and declining right along with it.

That is really the whole point of the Arc. At the end of the plateau there are only three options. You push through to a goal you can actually see. You decline with the market. Or you analyze what is genuinely there, make a plan, and transform the company to take advantage of the moment.

PRINCIPLE

Discernment is knowing the difference between a barrier to overcome and a warning to obey.

Barrier or Warning™

Read each situation and decide. Then do the same for your own.

Sales are down and I am working longer hours to close the gap.

☐ BARRIER ☐ WARNING ☐ NOT SURE

My doctor has now mentioned the same thing twice.

☐ BARRIER ☐ WARNING ☐ NOT SURE

The market shifted and my model has not.

☐ BARRIER ☐ WARNING ☐ NOT SURE

My best people keep leaving and each departure has had a reasonable explanation.

☐ BARRIER ☐ WARNING ☐ NOT SURE

Barrier or Warning your own

Now name the thing you are pushing through.

One thing. The one that came to mind while you were reading the list.

Barrier or warning, and how do you know?

If you cannot say how you know, you do not know. That is a finding, not a failure.

Health is reality



THE GROUND THE REAL WORK STANDS ON

There is a category error almost every driven person makes, and it is this: treating health as an interruption to the real work rather than as the ground the real work stands on.

The plan assumes a body that cooperates. The five year projection assumes a spouse who is well, parents who stay independent, children who do not need you suddenly and completely. None of that is a footnote to your strategy. It is your strategy's only load bearing wall.

DOUG ADAMSON • HORIZONTAL

I had a health crisis where, legitimately, I had to stay horizontal most of the day for about a year.

I could be upright, sitting or standing, for a very short time, and then I had to lie back down. That was the entire rhythm of my day and my life.

I had spent my life pushing through quitting points like an athlete. That was the skill. That was the identity. And now my health was saying something I had never had said to me before, which was: you cannot push through this one. If you stay vertical too long you will push yourself to collapse, and there is nothing on the other side of that collapse but a longer recovery.

There was one doctor in the entire world who could perform the surgery I needed. One doctor, in another state. If I had not had the time or the means or the insurance to get to him, and plenty of people with this affliction do not, I would have spent the rest of my life mostly horizontal. Most people with this affliction never do get the surgery they need, and they spend most of every day lying down for the rest of their lives.

And this was while I was restarting my business in the middle of the recession. So I was trying to rebuild a company and get well at the same time, and only one of those two things would negotiate with me.

I think that is the real point of Reckoning for an athlete or an entrepreneur. It is the moment your body tells you that this is it, you cannot push anymore, and it is not a matter of will.

DOUG ADAMSON • THE DIAGNOSIS

I know of someone in their early fifties who was given a cancer diagnosis that would have ended the sport they loved.

And the sport did not just occupy their time. It defined who they were. That is the part that matters here.

They could not push through this quitting point. The surgery was necessary. And at that point this person genuinely questioned whether they even wanted to live, not because life would not be possible, but because the surgery meant a life without the one thing that had told them who they were.

In spite of the grim diagnosis, they made a full recovery. They healed properly and went back to the sport, at the level they had been at before.

But that does not undo the question they had to wrestle with in the meantime. And it is the same question I had to wrestle with when I was horizontal. Does your sport, your activity, or your business define who you are, or is there a higher purpose in your life?

PRINCIPLE

Health is not an interruption to reality. Health is reality.



*“To everything there is a season, and a time to
every purpose under the heaven.”*

ECCLESIASTES 3:1

PASSAGE SEVEN • INSTRUMENT

The Ground Check™

What has your body been telling you that your calendar refuses to hear?

Who does your plan quietly assume will stay well?

Write their names.

What Reckoning is not

Looking back at what you wrote about your health, your family, and your own capacity, you may not have put those things on paper anywhere before. If some part of you has started to sink, read this before you go further, because that sinking feeling is a counterfeit and it will hijack the rest of this hour if you let it.

01 It is not punishing yourself

Naming a fact is not the same as punishing yourself for it. Guilt feels like accountability and produces none of its results. It burns the energy you were going to need for the actual work. When you have finished this course, if you feel worse about yourself rather than clearer about your situation, you have done something other than Reckoning.

02 It is not pessimism

Pessimism is a forecast. Reckoning is a measurement. One says it will not work out; the other says here is exactly where I am standing. While the optimist and the pessimist argued about whether the glass was half empty or half full, the opportunist took the glass. Reckoning refuses to guess and insists on the present tense, which is why it is the only honest place a plan can start.

03 It is not a single event

You do not reckon once and graduate. Every new season brings a new set of facts, and the same avoidance mechanisms come back online quietly. This is a practice with a rhythm, not a door you walk through once. That is what the Kairos Cycle is for.

PRINCIPLE

Reckoning is not the verdict. It is the ground you are finally standing on firmly enough to move.

Everything you have written so far is a measurement, taken carefully, by someone willing to look. That is not a confession. It is the first competent act.

The things you are last to know



A blind spot is not ignorance. Ignorance can be fixed with information. A blind spot is a place where information arrives and is turned away at the door, politely, by you, because admitting it would require a change you have already decided against.

Which is why you cannot find your own blind spots by thinking harder. You find them by noticing what you have stopped asking about.

PRINCIPLE

Are you the last person to learn the most important thing about your business?

Blind Spot Audit™

Four questions. Answer them as if the person who knows you best were reading over your shoulder.

What do you believe about your business that you have not tested since sales have slowed?

What would your most honest employee say about you if there were no cost to saying it?

You know who they are. You probably know what they would say.

Blind Spot Audit continued

What have you stopped asking about, and was it because you did not like the last answer?

Walk in your own front door as a customer for the first time. What do they actually experience?

Is this the experience you designed? Picture a busy day when your best person is off.

Who is allowed to tell you the truth?



WHO SITS IN THE OTHER CHAIR?

Every leader assembles, whether intentional or not, a circle of people who agree with them. It happens by attrition. The ones who pushed back found it expensive and stopped. The ones who stayed learned what you wanted to hear.

You never told anybody to be quiet. You simply made honesty expensive, so the honest people stopped volunteering. Who stopped telling you things, and when did you notice?

DOUG ADAMSON

I consider myself a Mosaic Man. I have pieces of wisdom, experience and advice from people in my life who have been instrumental in forming my thoughts and actions.

I have about a dozen or so people in my life who I can go to for advice. Not one of them can answer all my questions, but a handful of people who will tell you honestly, and who will hand you their experience so you do not have to go live through it yourself, is invaluable. I have hundreds of stories of people helping me that way.

The most recent one: I asked a friend to come into my company and look at the operations. Not sales, but operations and accounting. Just tell me whether we had the right things in place or whether we needed to make changes.

He found that we were neglecting part of our accounting function. And then he looked at me very clearly and said, "Doug, this is your fault."

I didn't feel like I was trying to dodge anything. But he said it again. And again. He must have said it five or six times before he left. "Doug, this is your fault. You put yourself into this mess and you are the only one who can correct it." Somewhere in his heart he believed I was going to try to excuse it, blame the wrong hire, blame something, and he was not going to leave until that door was closed.

He came in as a friend. I didn't pay him. I didn't even take him to lunch. There was no cost to me at all, and what I got was a reminder to take responsibility for every area of my company, and that what I am *not* good at is the most important thing to hand to someone who is, in a position where they are accountable.

People who will hold me accountable for my own bad decisions are trusted voices. Every owner needs them.

PRINCIPLE

The value of an advisor is measured entirely by what it costs them to disagree with you.

Trusted Voices Audit™

Names, not roles. If you cannot write a name, that is the finding.

Three people who will tell you the truth at cost to themselves.

NAME

NAME

NAME

When did you last ask one of them a real question?

A real question is one where you did not already know the answer you wanted.

Trusted Voices Audit continued

Who around you is effectively paid to disagree with you?

Whose warning did you dismiss in the last year?

CARRY THIS FORWARD

Reduce what you just wrote to one plain sentence in the present tense. Not a plan and not a resolution, just what is true right now. Could you say it out loud to the person most affected by it? These are the sentences you carry into the rest of the Arc.

Has this season already ended?



Some things are not broken. They are finished. And the two are almost impossible to tell apart from the inside, because a finished thing still responds to effort, just less, and then less again, until you are working twice as hard for a result you used to get by showing up.

This is the hardest question in this Reckoning course, and it is the one most people skip, because naming a season as over means grieving something that was genuinely good. Not a mistake. Not a failure. Good, and over.

PRINCIPLE

A season that has ended cannot be rescued by effort. It can only be honored and released.

DOUG ADAMSON • MY UNCLE, BOB ADAMS

My uncle, Bob Adams, was my entrepreneurial example, and my example of a good father who provided for his family. He had a concrete company he learned from his own father, and he went with the ebbs and flows. Residential concrete first. When residential went south he did commercial. When commercial went south he did municipalities and roads. Same trade, different season, every time.

Years later we had a party for Bob and his wife Jenita. He had retired in his early fifties. I pulled the two of them aside and asked him how he knew it was time.

Jenita answered first. She was the one who told him. She had said, "I think it is time for you to retire," and he said, "What are you talking about? I love my job. I love my company. Why would I retire?" So she told him what she had been watching. "You used to be the first one in in the morning and the last one to leave at night. Now you wander in at nine or ten, and you leave for lunch and never come back." Then she asked him the question. "What tells you that you want to keep doing this business?"

He thought about it. And he said, "You are right. I do not want to do it."

The plan had always been to hand the company to his son, and his son did not want it. Rather than put a multimillion dollar company on the market, he liquidated it. He owned the land and sold it. He sold the equipment. He had never carried debt in the business, so he walked away with millions of dollars in equity.

I have never seen anybody enjoy retirement more. He stayed in a small house up in northern Arizona when he could easily have built something plush, put a wood shop in the old chicken coop out back, and made furniture for the house until the time of his death. His purpose in life was never his concrete company. That is the whole thing. He was not under pressure to sell and he did not need the money. When the season ended he did not argue with it. It is the most successful exit I have ever personally seen.

The seat you are worth

Uncle Bob gave me the following insights on his value to his business, and they are the reason he was in a position to walk away when his season ended. Maybe today you are doing things you do not want to do. Are you growing toward the seat your company would gladly pay a thousand dollars an hour to fill?

01 Chief Cook and Bottle Washer

In the beginning you do not have a choice. You are the front end and the back end and you are it, wearing every hat there is. That is the starting condition, not the destination.

02 The thousand dollar hour

He said, "I always imagine myself that I am an employee who is getting paid one hundred dollars an hour," which today would be a thousand. So, if my company paid me a thousand dollars an hour to do my job, where would I put myself?

03 Pay someone else the thousand for what you are not

He decided he was not the one to manage the money and the office staff. Jenita was excellent at it and worth a thousand dollars an hour for it. Where are you the expensive bottleneck in your own company?

04 Find the one seat where you are worth it

His best seat was not supervision and was not the office. It was estimating. On a bridge you can lose the business by bidding wrong, so two estimators priced every job separately and compared their numbers to see what one had left out. He said, "The most value I can bring to my company is to be the estimator."

“In order for the new to begin, the old must end.”

HENRY CLOUD, NECESSARY ENDINGS

The Season Question™

What in your life or business is not broken, but finished?

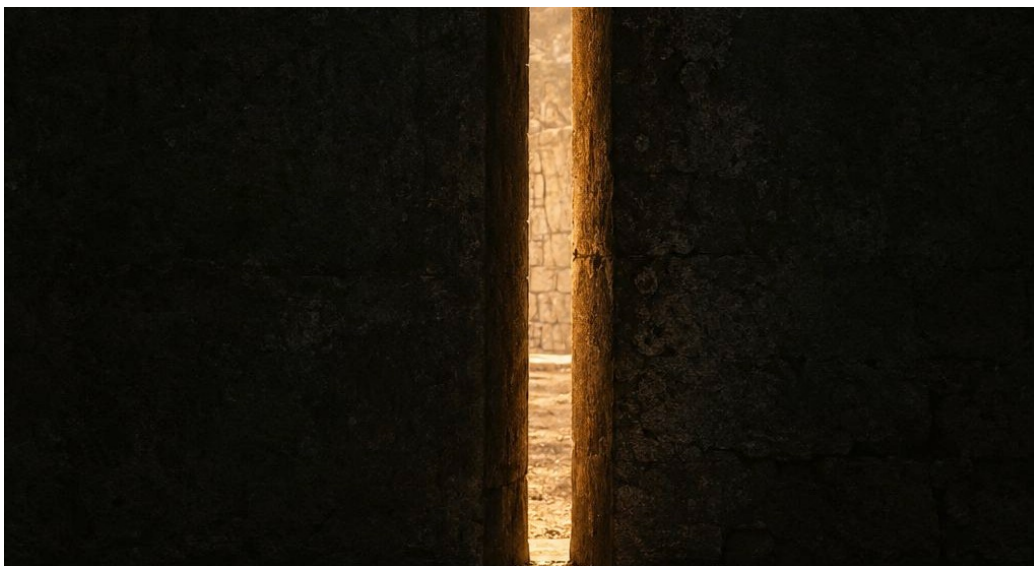
What are you refusing to release, and what is that refusal costing?

Name the cost in something measurable: money, years, health, a relationship.

Don't answer this one quickly.

BEFORE THE ARC

The doorway is narrow on purpose



ONE AT A TIME

You have arrived at the end of the movement, which means you are standing at the entrance to the rest of the Arc. It is worth knowing what kind of entrance it is.

THE THRESHOLD

The doorway into the Kairos Arc is narrow. Only one thing can pass through it, and that thing is the truth.

Everything else has to be set down here. The version of the story you tell customers. The version you tell your family. The projection you have quietly stopped believing but have not yet revised. Your explanation of why it is not your fault. None of it fits through.

This is not severity for its own sake. It is structural. The nine movements after this Reckoning course all build on whatever you carried through this door. Bring a comfortable half truth through and every plan downstream inherits it, and you will spend a year building on it before you find out.

Which is why this movement is free and comes first. Not as a sample, but as a gate.

What are you still carrying that will not fit through?

Your Reckoning

This is what you said when nobody was watching. Turn back and read your answers as a single document rather than as separate questions. The pattern is usually more obvious than any individual line.

Now put it in one sentence. Where are you actually?

One sentence. Present tense. No qualifiers, no context, no explanation of why it is understandable.

And what is your next truthful step?

Not a plan. One action, small enough to take this week, that only makes sense if what you wrote above is true.

This Reckoning course is the doorway. The Kairos Arc is nine movements.

This Reckoning course tells you where you are. It deliberately does not tell you what to do about it, because the honest answer to that takes longer than an hour and cannot be given generically.

The Arc itself runs in three phases. You see clearly, you build intentionally, you transform confidently. Nine movements, in order, each one built like this one.

00 Reckoning: *what is true whether I like it or not?*

PHASE ONE • ANALYZE • SEE CLEARLY

01 Recognize: *the strain appears before the stall.*

02 Resilience: *failure is tuition.*

03 Relate: *relationships matter more than any single interaction.*

PHASE TWO • ALIGN • BUILD INTENTIONALLY

04 Reveal: *your next breakthrough may already be in the room.*

05 Reposition: *not every opportunity is your opportunity.*

06 Reimagine: *what got you here won't get you there.*

PHASE THREE • TRANSFORM • TRANSFORM CONFIDENTLY

- 07 Refocus: *focus creates momentum.*

- 08 Rally: *people support what they help create.*

- 09 Renew: *every season eventually changes.*

AND THEN

- 10 The Kairos Cycle: *at your next plateau, run the Arc again.*

This Reckoning course is free, in full, permanently, and there is no card and no email to give. That is deliberate. If the hour you just spent was worth something, you will know it without being persuaded, and then the question of paying for the rest answers itself.

KAIROS ARC

\$900

Nine movements. One hundred dollars each.

- All nine movements, plus the Kairos Cycle.
- The full printable workbook for every movement.
- A printed color workbook mailed to you in the US. Updates are delivered digitally.
- Paid once. No subscription, no tiers, no upsell.
- Yours permanently, including everything added later.

reckoning.pplx.app

Kairos Arc™ • Reckoning the course, the doorway into the Arc

Supporting voices quoted in this movement: Ray Dalio, *Principles*; Henry Cloud, *Necessary Endings*; Ecclesiastes 3.