THE LIGHT ALWAYS MOVES

Facilitator Kit

Everything you need to run the conversation, printed on ordinary letter paper.



WHAT'S INSIDE

The Six Travelers	A one-page handout. Print one for everyone.
Discussion Guide	For whoever is leading. The full version runs about an hour; moves 1, 3 and 5 make a 15-minute version.
Which Traveler Are You?	The ten questions, an answer sheet and the results. Print the questions and answer sheet for everyone.
The Carvings	A poster page. Put the one you need where you'll have to see it.

Read the story first, together or in advance. The full book is free at **evolvebusiness.com/light**.

THE SIX TRAVELERS

We don't fail to change in one way. We fail in six. Which one do you become when the ground shifts?



FLICKER the Fox — *The Sensor*

Quiet and sharp-eared, Flicker noticed things others missed—a shift in the wind, a change in the birdsong, a coolness in the air that hadn't been there yesterday. Where others relied on evidence, Flicker relied on instinct. It was a gift. It was also, sometimes, a curse.



BOLT the Hare — *The Mover*

Restless, fast, and constitutionally incapable of sitting still. When something felt wrong, Bolt was already three meadows away before anyone finished their sentence. Bolt had found more Light sources than anyone—and abandoned more of them, too.



ROOT the Bear — *The Anchor*

Massive, steady, and immovable once settled. Root believed in loyalty above all else—loyalty to places, to routines, to the way things had always been. Change, in Root's view, was what happened to animals who hadn't built anything worth keeping.



WREN the Wren — *The Doubter*

Small and easily startled, Wren felt everything at twice the volume: every fear louder, every hope more fragile, every choice heavier. Wren wanted to be brave. Wren just wasn't sure what brave looked like from the inside.



SAGE the Owl — *The Analyst*

Methodical, precise, and deeply convinced that every problem had a pattern if you studied it long enough. Sage kept meticulous notes on everything: weather, light angles, soil temperature. The journal was never closed. The conclusion was never quite reached.



SUNNY the Golden Retriever — *The Pleaser*

Warm, agreeable, and unfailingly kind. Sunny had a gift for making everyone feel heard and a talent for never disagreeing with anyone. It looked like harmony. It was something else entirely.

DISCUSSION GUIDE

For teams, book clubs, and kitchen tables

You don't need to be a trained facilitator to run this. With a team, the full version takes about an hour: you'll name the change you're all feeling and haven't said out loud, discover which of the six travelers each of you becomes under pressure, and leave with one real commitment apiece. Short on time? Moves 1, 3, and 5 make a 15-minute version for a shift huddle, a Monday-morning toolbox talk, or a family dinner. Read the story first—together or in advance.

Before you start. Set one ground rule: *honesty over harmony.* The whole story is a warning about what happens when everyone feeling good matters more than anyone telling the truth. Say that out loud before you begin. And if you're the one moving the Light—the rollout, the reorganization, the new system—say so first. Then go first in every round.

MOVE 1 · WHO ARE YOU RIGHT NOW? (10 MIN)

Everyone silently picks a traveler—not who they are in general, but who they become when the ground shifts. (If you haven't yet, take the quiz on the pages before this one first.) Write it down. Then, around the room, name it in a sentence: "Right now I'm a Sage, because I keep studying the problem instead of moving on it."

Listen for: people reaching for the flattering answer. The useful one is usually a little embarrassing. Go first, and pick yours honestly—it gives everyone else permission.

MOVE 2 · MAP THE GROUP (15 MIN)

Put all six travelers on a whiteboard or a sheet of paper. Together, place each person where they tend to land. Then ask the two questions that matter:

- **Where are we overweight?** A team of all Sages never finishes anything. A team of all Bolts never thinks. A room full of Sunnys agrees its way off a cliff.
- **Which traveler is missing?** The one no one claimed is your blind spot. If nobody's your Flicker, no one's feeling the change early. If nobody's your Bolt, you'll analyze until the Light is gone.

Listen for: the nervous laughter. It always lands on something true.

MOVE 3 · NAME THE DIMMING (15 MIN)

Ask: **What's the Light that's moving for us right now?** The market, the technology, the way we've always done it, the person—the thing that used to work and doesn't quite anymore. Then: **what are the flickers we've noticed and not said?**

Then run the round the whole book turns on. Each person completes one sentence, out loud: *"I'm afraid…"* No fixing, no responding, no problem-solving—just naming, one after another. It was the most honest thing Root ever said, and it may be the most honest thing your group says all year. If the room isn't ready to say it out loud, write them on cards, shuffle, and read them aloud.

Whoever's leading: your only job here is to make it safe to say the true thing. Don't rush the silence. The silence is the work.

MOVE 4 · THE HONEST CONVERSATION (10 MIN)

Pick the one question most alive for your group and actually dig in:

- **The Flicker question:** What have we sensed early and dismissed because no one could prove it?
- **The Bolt question:** Where are we mistaking motion for progress—busy, fast, and not actually going anywhere?
- **The Root question:** What are we holding on to because letting go would mean admitting it was for nothing?
- **The Wren question:** What are we not starting because we can't see the whole path?
- **The Sage question:** What are we still studying that we already know enough to act on?
- **The Sunny question:** Where are we confusing harmony with alignment—nodding in the room and not committing outside it?

Whoever's leading: resist the urge to solve it in ten minutes. Naming it clearly beats solving it badly.

MOVE 5 · ONE STEP INTO THE FOREST (10 MIN)

Each person names one move—out loud, to the group—that they'll make this week toward a change they've been avoiding. It doesn't have to be big. Wren's first move was letting go of a branch; small counts. These aren't promises; they're directions. Write them down and revisit them next time you meet.

Close. Read the last line aloud, together: *The Light always moves. The question is: will you?*

A note for whoever's leading. The travelers are also a read on your room. The person who went quiet is often your Wren—draw them out gently; their fear usually knows something. The one who agreed with every point is your Sunny—ask them directly, "What do *you* actually think?"—and wait. The one who keeps saying it'll come back is your Root—ask what they're afraid of losing. The one who keeps saying something's off is your Flicker—ask what they've noticed. The one who wants to fix it all right now is your Bolt; the one who wants one more week of data is your Sage. You don't have to manage them. You just have to notice them—out loud, with a little humor. That noticing is most of the work.

ON YOUR OWN

No group? Three questions for a quiet evening:

- Which traveler are you, honestly—not on your best day, but when the ground shifts?
- What's dimming in your life right now?
- What's your branch—the thing you'll have to let go of to begin?

WHICH TRAVELER ARE YOU?

Ten questions. Answer for who you actually become when the ground shifts, not who you'd like to be.

Circle one letter for each. Go with your first instinct.

1. Word goes around that something big is about to change at work. You…

A. aren't surprised. Small things have felt off for weeks.
B. start working out a plan B that same afternoon.
C. figure it's probably nothing. These things usually blow over.
D. lie awake running through everything that could go wrong.
E. want the facts first: who said it, what's confirmed, what the numbers show.
F. check how everyone else is taking it before deciding how you feel.

2. A new system replaces the one you've used for years. You…

A. had a feeling the old one's days were numbered.
B. try the new one first, and get impatient with it first.
C. keep doing it the old way for as long as anyone lets you.
D. hold back until you're sure you won't look foolish.
E. read every guide before touching it.
F. use whatever the people around you are using.

3. In a meeting, someone proposes a big change you're unsure about. You…

A. say "something about this feels off," even if you can't explain why.
B. want to start Monday and sort out the details later.
C. point out everything that has worked fine the old way.
D. stay quiet, worried about saying the wrong thing.
E. ask for more information before anyone decides.
F. nod along with whoever seems most certain.

4. Something you love starts to fade: a job, a place, a routine. You…

A. notice early, sometimes before anyone believes you.
B. are already looking for the next thing.
C. hold on tighter. It mattered. It still matters.
D. know you should do something, and freeze.
E. try to work out exactly why it's happening.
F. go along with whatever the people closest to you decide.

5. The people who know you best would say you…

A. have a sixth sense, and second-guess it.
B. never sit still.
C. are the most loyal person they know.
D. worry more than you let on.
E. think everything through, sometimes for too long.
F. are easy to get along with.

6. Looking back at a past change, your biggest regret sounds like…

A. "I knew. I just didn't trust it."
B. "I moved fast, in the wrong direction."
C. "I stayed too long."
D. "I waited for courage that never came."
E. "I was still planning when the moment passed."
F. "I went along with something I didn't believe in."

7. Under real stress, you're most likely to…

A. go quiet and watch.
B. get busy. Any action beats sitting still.
C. dig in.
D. imagine the worst version.
E. make a list. Or three.
F. try to keep everyone happy.

8. A friend asks your honest opinion about a risky decision. You…

A. give your gut read, then hedge it.
B. say "go for it."
C. explain why where they are now isn't so bad.
D. list all the ways it could go wrong.
E. ask twenty questions first.
F. tell them what you think they want to hear.

9. The hardest sentence for you to say is…

A. "I'm sure."
B. "Let's wait."
C. "It's over."
D. "Let's go."
E. "That's enough information."
F. "I disagree."

10. When the change finally comes, you're the one who…

A. saw it coming.
B. is already out the door.
C. is still sitting in the center of the Clearing.
D. is up on the branch, watching.
E. is still checking the numbers.
F. is waiting to see what everyone else does.

ANSWER SHEET

Name _____ Date _____

Circle one letter for each question. Go with your first instinct.

	A	B	C	D	E	F
1	A	B	C	D	E	F
2	A	B	C	D	E	F
3	A	B	C	D	E	F
4	A	B	C	D	E	F
5	A	B	C	D	E	F
6	A	B	C	D	E	F
7	A	B	C	D	E	F
8	A	B	C	D	E	F
9	A	B	C	D	E	F
10	A	B	C	D	E	F
Total	A	B	C	D	E	F

Count each letter and write the totals in the bottom row. Your highest letter is your traveler. Turn the page to find out who it is.

YOUR TRAVELER

Count your letters. The one you circled most is your traveler. If two are tied, read both; most of us are a little of each. And your answer can change: the traveler you are at work may not be the one you are at home.



Mostly A — FLICKER, the Sensor
You feel the change before anyone else does. That's a gift, and teams need it more than they know. Your risk isn't being wrong. It's being right and keeping quiet, or saying it once and backing down when someone asks for proof.
Your carving: Intuition is not certainty. It is the courage to act before certainty arrives.
Your first step: next time you feel it, say it out loud, plainly, once, and don't take it back.



Mostly B — BOLT, the Mover
You don't wait for permission. When things go wrong you're already moving, and that energy gets everyone else unstuck. Your risk is speed without direction: running hard down the wrong path because standing still feels worse.
Your carving: Speed without direction is just expensive standing still.
Your first step: before your next big move, stop long enough to ask which path is warm, not just which one is open.



Mostly C — ROOT, the Anchor
You're loyal, steady and built to last. You protect what matters. Your risk is holding on after the Light has gone, because leaving feels like admitting that what you built didn't count. It did count. It still isn't a reason to stay in the dark.
Your carving: Holding on to where the Light was keeps you from seeing where the Light is.
Your first step: name one thing you're keeping because of what it was, not what it is.



Mostly D — WREN, the Doubter
You feel everything at twice the volume, which also means you care more than most. Your risk is waiting to feel brave before you move. That feeling may never come, and you don't need it.
Your carving: You don't have to be brave to begin. You just have to begin.
Your first step: pick the smallest possible move, your branch, and let go of it this week.



Mostly E — SAGE, the Analyst
You see the patterns others miss, and your thinking keeps everyone honest. Your risk is the one more week of data, and the one more model. The plan gets better while the moment gets away.
Your carving: A perfect plan you never act on is worth less than an imperfect step you take.
Your first step: decide what "enough information" looks like before you start gathering it.



Mostly F — SUNNY, the Pleaser
You make people feel heard, and you hold groups together. Your risk is agreeing so easily that no one, including you, knows what you actually think. Harmony without honesty isn't peace. It's just quiet.
Your carving: Agreement is not the same as conviction. Following is not the same as choosing.
Your first step: in your next conversation that matters, say "I see it differently," and then say how.

THE CARVINGS

When you stop noticing the Light, you stop seeing the shadows creep in.

The question is never whether the Light will move. It is what you will do when it does.

Loyalty to a place is not the same as loyalty to yourself.

— ROOT

The fear of the unknown is almost always louder than the unknown itself.

— WREN

You don't have to be brave to begin. You just have to begin.

— WREN

Speed without direction is just expensive standing still.

— BOLT

Intuition is not certainty. It is the courage to act before certainty arrives.

— FLICKER

A perfect plan you never act on is worth less than an imperfect step you take.

— SAGE

Agreement is not the same as conviction. Following is not the same as choosing.

— SUNNY

The bravest journey is the one you almost didn't take.

— WREN

Holding on to where the Light was keeps you from seeing where the Light is.

— ROOT



The Light always moves. The question is: will you?

The full story is free at **evolvebusiness.com/light**.

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