



FROM THE BOOK

# Standing in the Middle

## The Practitioner's Field Kit

Eight working instruments for the person between the mine and the community,  
built from the hundred practices, ready to print and fill in.

8

INSTRUMENTS

100

PRACTICES BEHIND THEM

1

PAGE EACH, IN THE FIELD

### REGISTERS AND LOGS

Commitments · Interactions  
Rumors

### THE ROOM

One-Page Picture · Updates  
Interpreter Briefing

### THE SYSTEM

Grievance Intake  
Handover Pack

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- 02 The Interaction Log Practices 91, 93, and 94
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- 08 The Handover Pack Practices 57 to 60, 84, and 95

Practice 96 argues that trust is a structure people can inspect. This kit is the structure. Each instrument is built from the practices that describe it and is small enough to copy onto paper in a field office with no printer and no signal. They are deliberately spare: a register with eleven columns gets kept, a register with thirty gets abandoned. Use them as they are, or rebuild them in whatever system your operation runs, but keep the fields, because every field exists to prevent a failure described somewhere in the hundred practices.

These instruments are meant to be used, not read. Print them, photocopy them, adapt them to your site. The page in the book is the reference; this file is the copy you fill in.

# 01 The Commitment Register

FROM PRACTICES 46 AND 81 TO 85

One line per promise, and everything enters it, including the commitment made in passing on a walk. The register is the most important document you keep.

| Field          | What goes in it                                           |
|----------------|-----------------------------------------------------------|
| Number         | A running number, never reused                            |
| Date made      | When the promise was spoken                               |
| The commitment | What was promised, in the words that were used            |
| Who made it    | Name and role                                             |
| To whom        | The person or group who received it                       |
| Where          | The meeting, visit, or conversation it was made in        |
| Owner          | Who inside the operation now has to deliver it            |
| Due            | The date it is expected. "Soon" is not a date             |
| Status         | Open, on track, overdue, delivered, disputed              |
| Closed how     | What was done, and who on the community side confirmed it |
| Backstory      | The one or two lines your successor will need             |

Audit it on a set rhythm, before the community has to raise anything (Practice 83). Show it to the community (Practice 85). When staff change, the register moves first (Practice 84). And apply Practice 82 at the moment of entry: no owner and no date means it is not yet a commitment, and it should not leave the room pretending to be one.

## WORKING SHEET

| Nr | Date | Commitment, as spoken | Who / to whom | Owner | Due | Status |
|----|------|-----------------------|---------------|-------|-----|--------|
|    |      |                       |               |       |     |        |
|    |      |                       |               |       |     |        |
|    |      |                       |               |       |     |        |
|    |      |                       |               |       |     |        |
|    |      |                       |               |       |     |        |
|    |      |                       |               |       |     |        |
|    |      |                       |               |       |     |        |

## 02 The Interaction Log

FROM PRACTICES 91, 93, AND 94

One template for the whole team, filled close to the moment. Idiosyncratic notes become useless the day their author leaves; a shared format is what makes records comparable, searchable, and inheritable.

Date and location:

.....

Who was present, both sides, names and roles:

.....

.....

What was discussed, in order:

.....

.....

What was agreed:

.....

.....

Commitments made, numbered straight into the register:

.....

Tone: how the meeting felt, and how that compares with the last one:

.....

.....

Follow-ups, each with an owner and a date:

.....

.....

The tone line is not decoration. It is the early-warning instrument of Practice 94: a relationship cooling across three entries is a warning no facts-only record ever gives.

# 03 The Rumor Log

FROM PRACTICE 72

Dealt with one at a time, rumors are noise. Logged together, they are intelligence: the community's fears, the gaps in your communication, and the shifts in sentiment that precede conflict, all visible as a pattern.

| Field               | What goes in it                         |
|---------------------|-----------------------------------------|
| Date first heard    |                                         |
| The rumor           | As heard, not as summarized             |
| Where it is moving  | Which villages, channels, gatherings    |
| The fear underneath | What the rumor is really about          |
| The answer given    | What you said and did, and through whom |
| Date answered       |                                         |
| Seen before         | If it has come around before, when      |

Review it monthly. A rumor that returns marks a chronic communication failure. A sudden cluster marks rising anxiety about something you have not yet named.

## WORKING SHEET

| Date | The rumor, as heard | Fear underneath | Answer given | Seen before |
|------|---------------------|-----------------|--------------|-------------|
|      |                     |                 |              |             |
|      |                     |                 |              |             |
|      |                     |                 |              |             |
|      |                     |                 |              |             |
|      |                     |                 |              |             |
|      |                     |                 |              |             |
|      |                     |                 |              |             |

# 04 The One-Page Picture

FROM PRACTICE 25

A meeting that starts in five different realities spends its first hour refereeing them. One neutral page, handed to everyone at once, gives the room a single starting point. Four headings, nothing else:

- 1 What is happening. The facts of the moment, in plain words.
- 2 What is known. Settled, verifiable, sourced.
- 3 What is not yet decided. Named honestly, including the awkward items.
- 4 What this meeting is for. One sentence. The decision or discussion at hand.

The rules travel with the template: one page and no more; plain words in the community's language; the awkward facts included, because the omission is what tells the room the page is not neutral; everyone receives it at once; and it comes out after you have asked what people have heard (Practice 69), never before.

## DRAFT YOUR PAGE

What is happening:

.....

.....

What is known:

.....

.....

What is not yet decided:

.....

.....

What this meeting is for:

.....

.....

# 05 The Steady Update

FROM PRACTICE 43

Silence between milestones does not read as “nothing to report.” It reads as concealment. The update is three sentences, on a rhythm you never break:

Here is where things stand. Here is what has not changed. Here is what is coming.

Hold the rhythm when there is no news. “Nothing has changed,” said on schedule, reads as reliability. Deliver it by the channel people already use, in their language, and where literacy or distance gets in the way, carry the same fact as a voice message, a drawing, a photograph (Practice 7).

## THIS PERIOD

Where things stand:

.....

What has not changed:

.....

What is coming:

.....

Channel and date sent:

.....

# 06 The Grievance Intake Form

FROM PRACTICES 86 TO 90

The record is theirs before it is yours. The fourth field is the whole design: Practice 87 shows what is lost the moment intake tidies the words.

Date and place received:

Received by:

Complainant, and how to reach them (or the anonymous marker your mechanism allows):

The concern, in their own words, written as said:

Read back and confirmed? Yes / No

What would resolve it, in their view (asked, not assumed):

Immediate-risk flag (safety, health, retaliation):

Category (filled in later, never in place of the words):

Timeline promised, and dates of each update given:

Remedy, built with the complainant (Practice 89):

Closed on (the date the complainant, not the company, agreed it was closed, Practice 90):



# 07 The Interpreter Briefing

FROM PRACTICES 16 TO 18

An unbriefed interpreter will soften your hard message, sharpen your neutral one, or compress a careful explanation into a threat, with the best intentions. Ten points, covered before anyone speaks:

- 01 What the meeting is for, and what decision, if any, is at stake.
- 02 Your three or four key messages, in plain words.
- 03 The terms that must not drift: names, quantities, and any word like land, ownership, or promise that carries weight in either language.
- 04 What to do with a term that has no equivalent: stop and say so, not improvise.
- 05 The verbatim rule: everything is translated, including anger, without softening or sharpening.
- 06 How you will speak: short sentences, and a pause at every period (Practice 17).
- 07 What is confidential, and what to do if someone approaches the interpreter afterward.
- 08 The interpreter's own standing and relationships in this community, declared now rather than discovered later.
- 09 A private signal for "I need to check that word."
- 10 The debrief: ten minutes afterward for everything the room said that never reached you. Practice 18 tells you to watch for it; the debrief is where you ask.

# 08 The Handover Pack

FROM PRACTICES 57 TO 60, 84, AND 95

The community remembers everything the operation forgets, and the forgetting happens at handover. The pack is a contents checklist, assembled before the departure, not after:

- ☐ The commitment register, with the backstory column filled.
- ☐ The interaction log, complete and in the standard format.
- ☐ Every open grievance, with its status and the dates promised.
- ☐ The rumor log.
- ☐ The file of past promises, kept and broken (Practice 22).
- ☐ The map of who actually decides: the informal leaders, the veto-holders, the people to consult first (Practices 27 and 29).
- ☐ Introductions made in person, while you are still there to make them.
- ☐ The written guide of Practice 60, and the date you will come back to check.

Stored where it survives turnover (Practice 95). Handed over before the departure, not after.

Editable copies of all eight instruments, with the Standards Crosswalk and the Trainer Discussion Prompts, are at [thomasgaultier.com/resources/sitm](https://thomasgaultier.com/resources/sitm). For speaking, training, and advisory inquiries: [thomas@thomasgaultier.com](mailto:thomas@thomasgaultier.com).