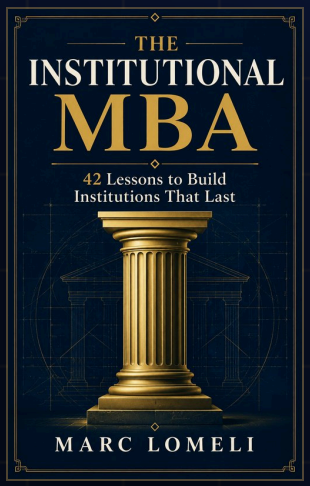
THE INSTITUTIONAL MBA · FIELD GUIDE

Tools you can NAME in a staff meeting.

Thirty-one frameworks from the forty-two lessons, each with the lesson it came from. Hand this to your leadership team and pick one tool a month.



Marc Lomeli

From *The Institutional MBA — 42 Lessons to Build Institutions That Last*. The interactive course lives at lastinginstitutions.com.

Great frameworks earn their keep when you can call them by name.

Every tool in this guide was introduced somewhere in the forty-two lessons; here they are in one place, grouped by pillar, with the lesson where each one lives. *The point is not to admire them. It is to run one.* Choose a tool, put a date next to it, and bring the result to your next leadership meeting.

42 LESSONS · 31 TOOLS

The forty-two lessons are the principles — what to believe about building a club, and why. The thirty-one tools are what comes out of them: the exercises you can run in a staff meeting. Some lessons give you one tool, a few give you two, and some are about mindset and give you none. **The lessons build the thinking. The tools are what you take back to the gym.**

PILLAR I

Foundation

The "We" Test	Lesson 5
The Trust Bucket	Lesson 6
The Repair Rule	Lesson 6

PILLAR II

Leadership & Governance

The Bus Test	Lesson 11
The Rehire Question	Lesson 13
The Fifty-Year Question	Lesson 14

PILLAR III

Systems & Operations

The Red Folder	Lesson 17
The Drift Check	Lesson 18
The Flywheel Draw	Lesson 19
The Short List	Lesson 21
The Eight Numbers	Lesson 22
The After-Action Habit	Lesson 23
Peak-End Design	Lesson 24

PILLAR IV

Alignment & Performance

The Alignment Walk	Lesson 25
The Status Economy	Lesson 26
The Four-Link Chain	Lesson 27
The Siphon Audit	Lesson 28
Maintain vs. Build	Lesson 29
The Two Clocks	Lesson 30
The Thirty-Day Bridge	Lesson 30
The Pre-Mortem	Lesson 31
Core vs. Expression	Lesson 32

PILLAR V

Thinking & Decision Quality

The Second Sentence	Lesson 34
The Decision Journal	Lesson 35
Two-Way Doors	Lesson 35
The Doors Audit	Lesson 36
Build Once, Enable Many	Lesson 37
Nodes and Links	Lesson 38
The Ecosystem Map	Lesson 39
The $200 Question	Lesson 40

PILLAR VI

Endurance & Continuity

The Friday Question	Lesson 41

PILLAR I

I Foundation

Define why we exist and what we stand for.

LESSON 5

The "We" Test

FROM LESSON 5 · BELONGING

Listen to how families talk about the club. "We" means belonging; "they" means a transaction.

WHEN WE'LL RUN IT _____ OWNER _____

LESSON 6

The Trust Bucket

FROM LESSON 6 · TRUST

Trust is earned in drops of small kept promises and lost in buckets from single broken ones. Track your deposits.

WHEN WE'LL RUN IT _____ OWNER _____

LESSON 6

The Repair Rule

FROM LESSON 6 · TRUST

Bad news delivered by you, early and in person, builds trust. The same news discovered late and secondhand destroys it.

WHEN WE'LL RUN IT _____ OWNER _____

PILLAR II

II Leadership & Governance

Lead with clarity and make decisions that outlive us.

LESSON 11

The Bus Test

FROM LESSON 11 · GOVERNANCE

If the director disappeared tomorrow, which decisions could the club still make well? Every failure is a governance gap.

WHEN WE'LL RUN IT _____ OWNER _____

PILLAR II · CONTINUED

II Leadership & Governance

Lead with clarity and make decisions that outlive us.

LESSON 13

The Rehire Question

FROM LESSON 13 · TALENT DENSITY

If every coach re-interviewed this spring, how many would you enthusiastically rehire? The gap is your talent-density problem, named.

WHEN WE'LL RUN IT _____ OWNER _____

LESSON 14

The Fifty-Year Question

FROM LESSON 14 · STEWARDSHIP VS. OWNERSHIP

Will this choice make sense in the club's fifty-year story, or only in my chapter of it?

WHEN WE'LL RUN IT _____ OWNER _____

PILLAR III

III Systems & Operations

Design systems that scale and deliver results.

LESSON 17

The Red Folder

FROM LESSON 17 · SYSTEMS

Any recurring high-stakes moment, pre-designed and physically at hand, so ordinary people produce excellent results under pressure.

WHEN WE'LL RUN IT _____ OWNER _____

LESSON 18

The Drift Check

FROM LESSON 18 · SYSTEMS CONSISTENCY

Once a season, watch one system actually run against its written version. Close the gap you find, formally.

WHEN WE'LL RUN IT _____ OWNER _____

LESSON 19

The Flywheel Draw

FROM LESSON 19 · FLYWHEEL

Four to six boxes, arrows in a circle. If you can't close the loop, you're running programs, not a flywheel. Then fix the slowest link.

WHEN WE'LL RUN IT _____ OWNER _____

PILLAR III · CONTINUED

III Systems & Operations

Design systems that scale and deliver results.

LESSON 21

The Short List

FROM LESSON 21 · FOCUS

The two or three things the club must be excellent at. Every proposal gets one filter: does this deepen the list or dilute it?

WHEN WE'LL RUN IT _____ OWNER _____

LESSON 22

The Eight Numbers

FROM LESSON 22 · DATA

Retention by age group, referral rate, coach retention, waitlist depth, revenue and cost per player, tryout conversion. An afternoon a quarter; most of what you need to know.

WHEN WE'LL RUN IT _____ OWNER _____

LESSON 23

The After-Action Habit

FROM LESSON 23 · LEARNING

Twenty minutes after every major event: what did we expect, what happened, what do we change? Written where next year will find it.

WHEN WE'LL RUN IT _____ OWNER _____

LESSON 24

Peak-End Design

FROM LESSON 24 · EXPERIENCE

People remember emotional peaks and endings, not middles. Choose a few moments per season to make unforgettable — and never let anything end with a logistics email.

WHEN WE'LL RUN IT _____ OWNER _____

PILLAR IV

IV Alignment & Performance

Align people, incentives, and actions with impact.

LESSON 25

The Alignment Walk

FROM LESSON 25 · INSTITUTIONAL ALIGNMENT

Take one stated value through every structure it touches, asking at each stop: does this agree? Every “no” is the club arguing with itself.

WHEN WE'LL RUN IT _____ OWNER _____

IV Alignment & Performance

Align people, incentives, and actions with impact.

Lesson 26

The Status Economy

FROM LESSON 26 · INCENTIVES SHAPE BEHAVIOR

Praise, attention, court time, and features are currency. Audit what they're currently buying; then spend them on what you actually want more of.

WHEN WE'LL RUN IT _____ OWNER _____

Lesson 27

The Four-Link Chain

FROM LESSON 27 · PERFORMANCE ALIGNMENT

What matters → measure it → incentivize it → review and improve it. Every performance problem is a broken link.

WHEN WE'LL RUN IT _____ OWNER _____

Lesson 28

The Siphon Audit

FROM LESSON 28 · ATTENTION ALLOCATION

List the three situations that ate the most attention last month. Anything loud-but-not-important is a conflict to resolve, a system to build, or a boundary to set.

WHEN WE'LL RUN IT _____ OWNER _____

Lesson 29

Maintain vs. Build

FROM LESSON 29 · CAPITAL ALLOCATION

Label every budget line as keeping the current machine running or creating capacity that doesn't exist. Then ask what future the ratio is buying.

WHEN WE'LL RUN IT _____ OWNER _____

Lesson 30

The Two Clocks

FROM LESSON 30 · TIME HORIZONS

Judge every decision on the season clock and the decade clock. Most bad decisions are good answers to the wrong clock.

WHEN WE'LL RUN IT _____ OWNER _____

Lesson 30

The Thirty-Day Bridge

FROM LESSON 30 · TIME HORIZONS

Every long-horizon intention must produce an action dated within thirty days, or it isn't a plan yet.

WHEN WE'LL RUN IT _____ OWNER _____

PILLAR IV · CONTINUED

IV Alignment & Performance

Align people, incentives, and actions with impact.

LESSON 31

The Pre-Mortem

FROM LESSON 31 · RESILIENCE

"It's two years from now and the club nearly collapsed — what happened?" The answers are your real risk list.

WHEN WE'LL RUN IT _____ OWNER _____

LESSON 32

Core vs. Expression

FROM LESSON 32 · RESILIENCE THROUGH CHANGE

Write the club's core in one paragraph. Changes that violate it are soul questions; everything else is expression, and the answer is "let's try it."

WHEN WE'LL RUN IT _____ OWNER _____

PILLAR V

V Thinking & Decision Quality

Think clearly. Choose wisely.

LESSON 34

The Second Sentence

FROM LESSON 34 · SECOND-ORDER THINKING

Before any meaningful decision, write what happens next — and then what the people watching will do about it.

WHEN WE'LL RUN IT _____ OWNER _____

LESSON 35

The Decision Journal

FROM LESSON 35 · DECISION QUALITY

Three lines before each significant call: what, why, expected result. Reviewed twice a season, it's the only honest record of your judgment.

WHEN WE'LL RUN IT _____ OWNER _____

LESSON 35

Two-Way Doors

FROM LESSON 35 · DECISION QUALITY

Reversible decisions get speed; irreversible ones get the full treatment. Most directors invert this perfectly.

WHEN WE'LL RUN IT _____ OWNER _____

V

Thinking & Decision Quality

Think clearly. Choose wisely.

Lesson 36

The Doors Audit

FROM LESSON 36 · OPTIONALITY

Twice a year: what doors have we closed lately, and on purpose? What door will we wish existed in two years — and what starts building it this month?

WHEN WE'LL RUN IT _____ OWNER _____

Lesson 37

Build Once, Enable Many

FROM LESSON 37 · PLATFORM THINKING

When the same problem appears twice, stop solving instances. Build the platform that solves the category.

WHEN WE'LL RUN IT _____ OWNER _____

Lesson 38

Nodes and Links

FROM LESSON 38 · NETWORK EFFECTS

Enrollment counts people; value lives in relationships. Grow connective tissue in proportion to headcount.

WHEN WE'LL RUN IT _____ OWNER _____

Lesson 39

The Ecosystem Map

FROM LESSON 39 · ECOSYSTEM DESIGN

Where do players, coaches, and opportunities come from and go? Invest where the system is thin — and become the institution it organizes around.

WHEN WE'LL RUN IT _____ OWNER _____

Lesson 40

The $200 Question

FROM LESSON 40 · EXPERIMENTATION

Before any big bet, design the small, fast, reversible experiment with its success line drawn in advance.

WHEN WE'LL RUN IT _____ OWNER _____

PILLAR VI

VI Endurance & Continuity

Build to last. Pass the torch.

LESSON 41

The Friday Question

FROM LESSON 41 · TALENT SUCCESSION

If you handed over the club next Friday, what three things can only you do? That list is your succession curriculum.

WHEN WE'LL RUN IT _____ OWNER _____

The Drift Audit

Drift has one natural enemy: stewardship with a calendar. Once a season, the same six questions, asked out loud, with the people who can't be fooled in the room. Score each 1 (we've drifted) to 5 (rock solid). *Institutions do not stay on course because their people are better. They stay on course because they check.*

Identity

What exception did we make this season, and what did it cost?

1 2 3 4 5

Standards

What did we walk past?

1 2 3 4 5

Systems

What only works because one person makes it work?

1 2 3 4 5

Incentives

What did we actually reward?

1 2 3 4 5

Horizon

What did we decide because of year three?

1 2 3 4 5

Succession

What still lives in only one head?

1 2 3 4 5

Your lowest score is where to start. Open that pillar in the Hall at lastinginstitutions.com — the audit there puts a red fault line under it until the lessons are done.

THE INSTITUTIONAL CREED

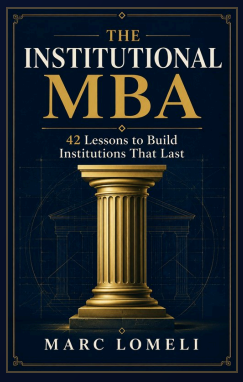
Great institutions don't happen by accident.

Build clubs that last.

Grow people who lead.

Hand the game forward better than you found it.

They are designed. They are built. They are stewarded. They are passed on.



CONTINUE IN THE HALL

Forty-two lessons, each with a scenario and a three-question test. Your workbook, your drift audit, your club's foundation document.
lastinginstitutions.com/hall.html