

The Standards Ledger

Alinsky's Fourth Rule Made Operational — Chapter 4 Play

KEYSTONE TEMPLATE — INCLUDED IN BOOK

The Standards Ledger documents the gap between what the organization says and what it does. Five columns. Two minutes per entry. No editorializing. This is never a weapon for personal revenge. It is always a factual, business-impact-oriented record of organizational accountability.

LEDGER ENTRIES

#	DATE	STATED VALUE OR POLICY	OBSERVABLE BEHAVIOR	EVIDENCE	BUSINESS IMPACT
1					
2					
3					
4					
5					
6					
7					
8					

RULES FOR USE

Record observed facts only—no interpretation, no motive attribution. Cite specific sources for stated values (emails, strategic plans, all-hands quotes, policy documents). Calculate business impact where possible: dollars, hours, timeline delays, competitive positioning. If you find yourself wanting to use this ledger to hurt someone, stop. Its purpose is organizational accountability, not personal retribution.

EXAMPLE ENTRY

Date: 2025-03-15 | **Stated Value:** “We are a data-driven organization” (CEO all-hands, 2025-01-10) | **Observable Behavior:** Request for pilot data denied without rationale | **Evidence:** Email from [name], 2025-03-14 | **Business Impact:** Decision delayed 3 weeks; estimated cost of inaction: \$47K in manual processing