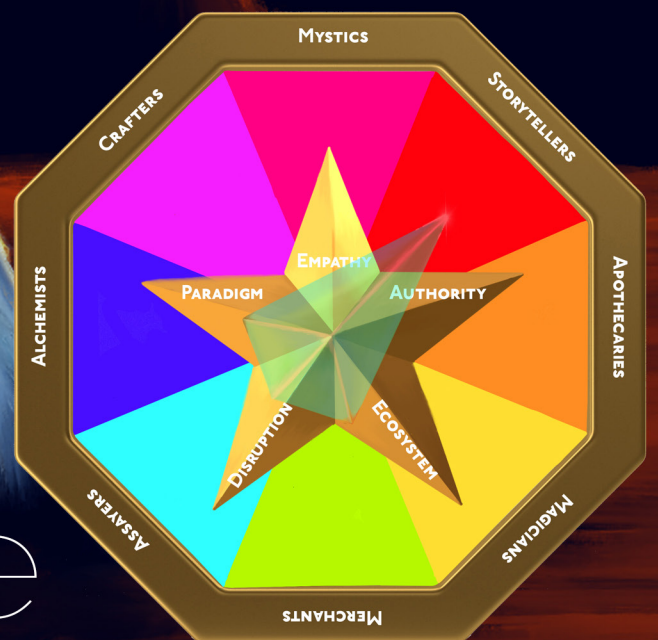
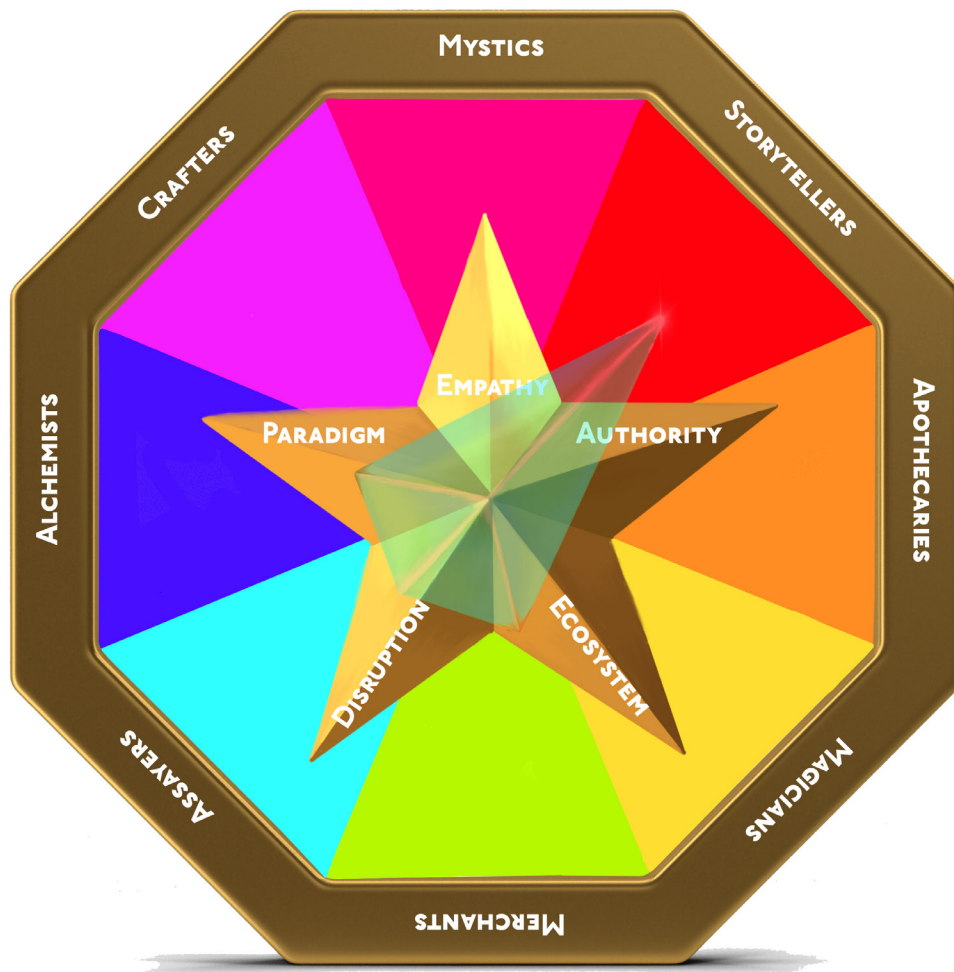




THE  
Device

# The Device



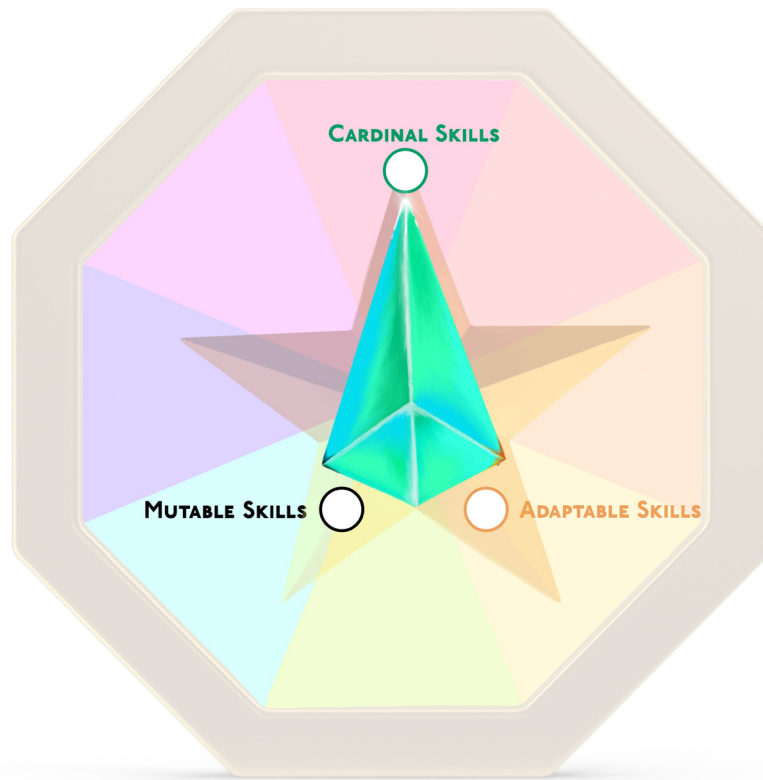
As you explore the myriad passages of the Hidden City, you discover a device. A multicoloured octagon (The Rose), a golden star and a copper needle, patinaed with verdigris.

- The Rose = The Guilds of The Citadel
- The Star = The Modalities of Navigation
- The Needle = The Skills of Self

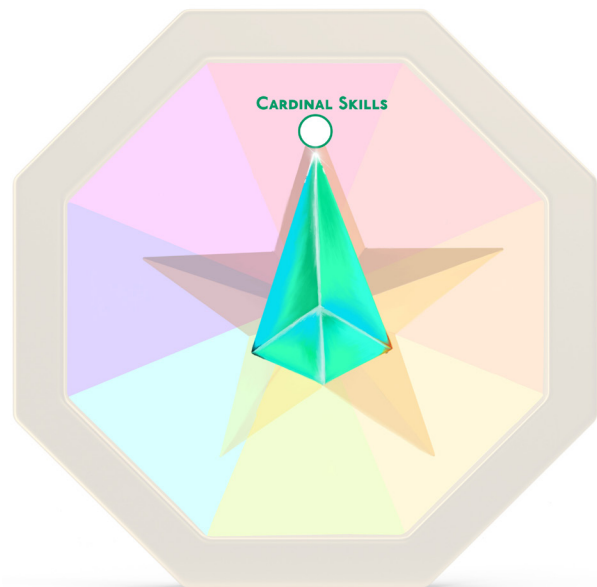
# The Needle

The Needle consists of three points—one polished silver, one shows the untarnished copper and the last is thick with a black crust. These reveal to us our own:

- Cardinal Skills
- Mutable Skills
- Adaptable Skills



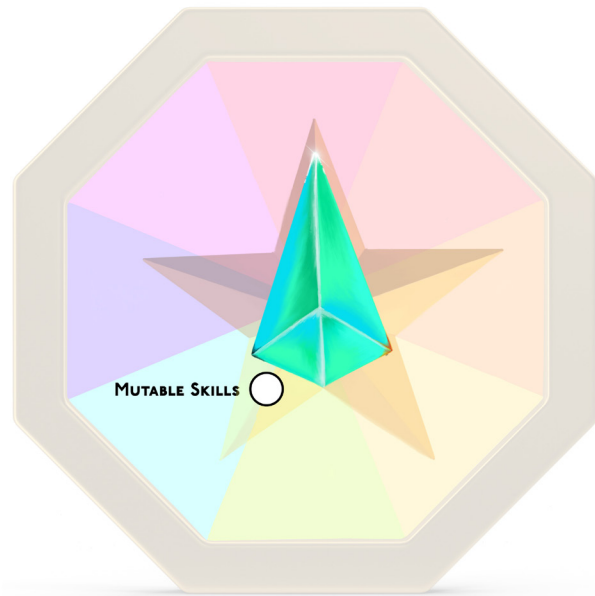
## Cardinal Skills



The Cardinal Skills are those you rely on and trust. When challenged with an activity, your Cardinal Skills are those you know will get the job done, no matter how impossible it seems at the beginning. Your core skillset, these Cardinal Skills will seem very natural to you and place you in the experience of a flow state, whilst assuring the best results every time.

- Breath—Investment.
- Heartbeats—Mostly Calm and Proactive, with short bursts of Performance.
- Senses—Engaged, often multisensory.
- Feeling—Chemicals = Dopamine, Oxytocin, Endorphin. Experience = relaxed, centred and warm with moments of euphoria.
- Emotions—Happy, Pride, Confident, Peace and Oneness.

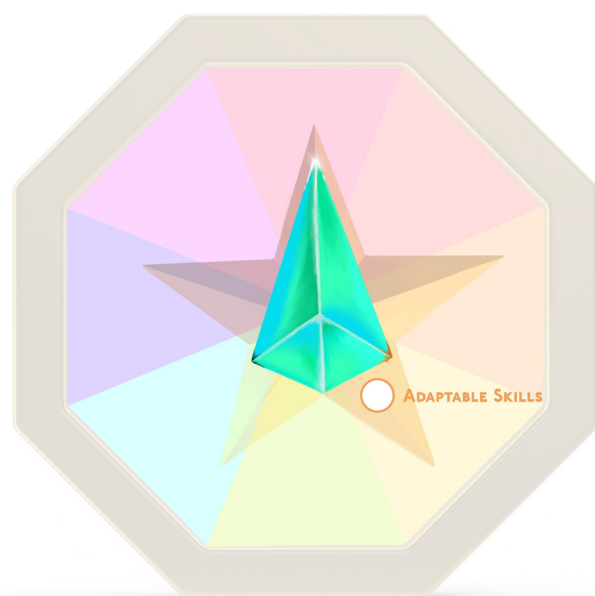
# Mutable Skills



The Mutable Skills are polarised against Cardinal Skills. Here you are unsure of yourself, lack confidence and find tasks mind-numbingly tedious. Your most lacking skillset, you will feel an aversion to anything that employs these skills, becoming stressed very quickly. Activity will be half-hearted, clunky and produce unsatisfactory results or even no results at all. This in turn causes worry and fear, desperate to dive back into your comfort zone as soon as humanly possible.

- Breath—Spend.
- Heartbeats—Stress, falling into Uninterested and finally Comfort (so as to avoid completing activity)
- Senses—Disengaged, often distracted by other sensory input or feeling.
- Feeling—Chemicals = Cortisol, Adrenaline, Noradrenaline. Experience = Agitation, restlessness, aggression, desire to get away.
- Emotions—Anger, Worry, Fear, Stress falling into Boredom and Tiredness.

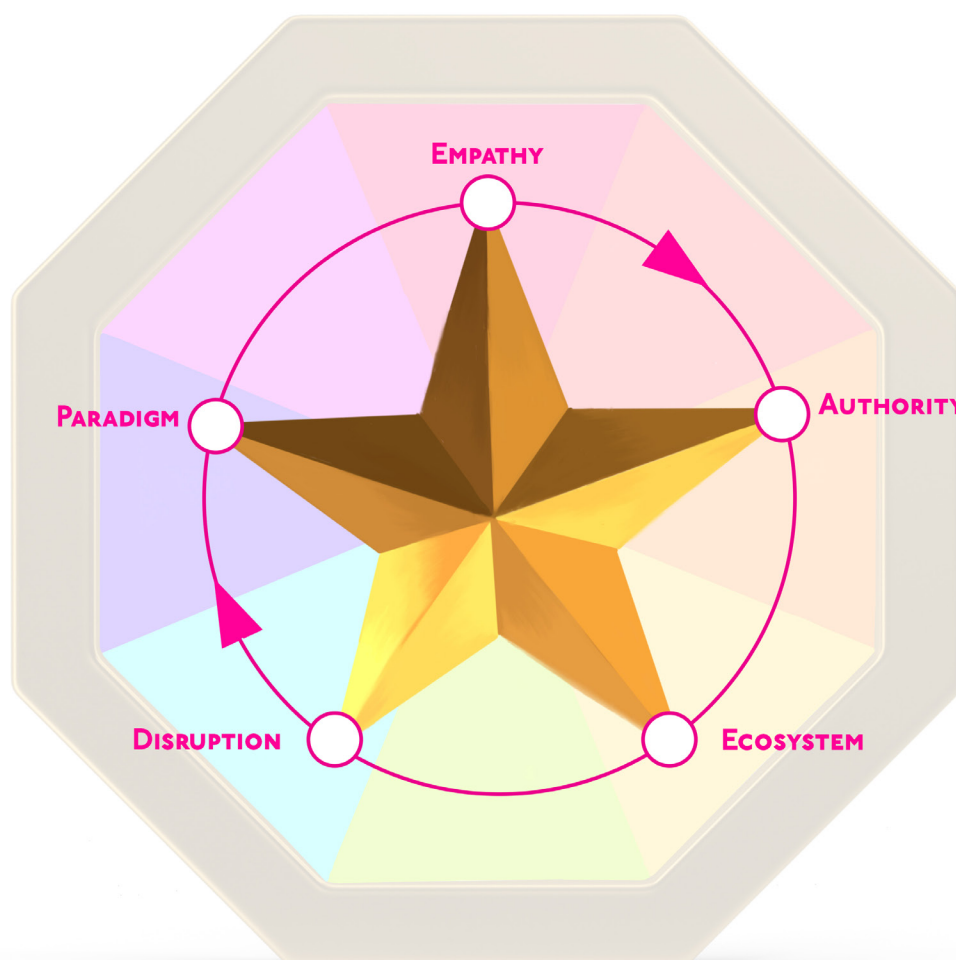
# Adaptable Skills



The Adaptable Skills create stability between your Cardinal and Mutable Skills, offering an alternative approach to completing challenging tasks. These are skills you may need to pay conscious attention to, but will feel more natural over time—they can even become Cardinal Skills with familiarity. The results will eventually be successful, though will require more time and effort, with some frustrating moments or outbursts of chaotic emotion. Trust and willpower are the key to unlocking these skills.

- Breath—Investment, with occasions of Spend.
- Heartbeats—Proactive, mixed with Performance and Stress.
- Senses—Conscious use of senses, meaning some are heightened and others need a degree of attention.
- Feeling—Chemicals = Dopamine, Adrenaline/Noradrenaline, with some Endorphins. Experience = Somewhat stressed, yet proactive. Mild agitation that can become excitement with moments of reward.
- Emotions— Trust, Action, bursts of Happiness, mixed with Frustration and Trepidation.

## The Modalities

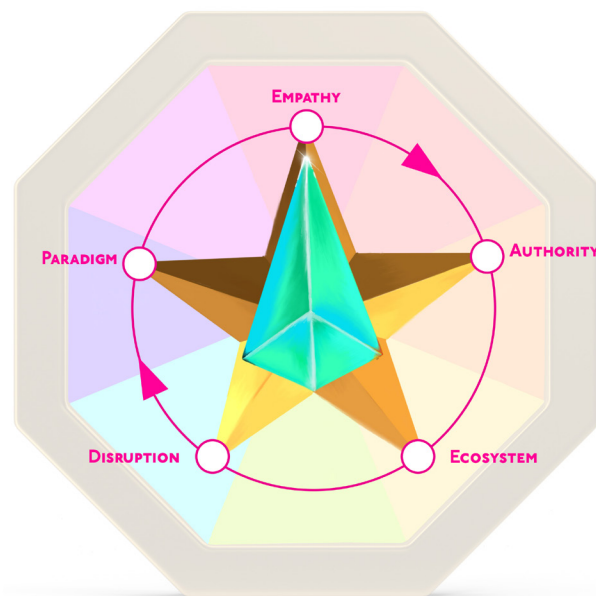


The five modalities are forms of navigation we use to find our way around The Guilds, whilst better understanding the different aspects of authoring depending on your needs.

For example, when working with the modality of Empathy, you are building a trusting relationship with your audience. In this regard, your authoring will be aimed at serving that relationship.

When working with the modality of Ecosystem, you are developing greater tangibility in your authoring, making the results more real world and physically impactful for your audience. This modality will also support you in a variety of media forms, interrelated to create a Transmedia experience.

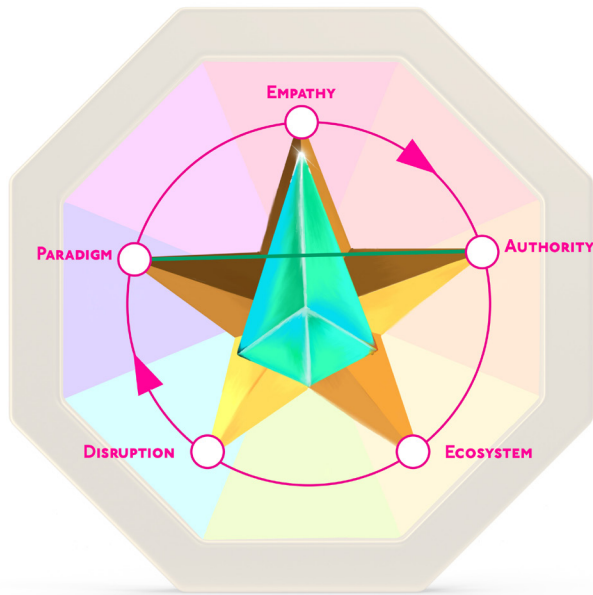
## Empathy



Positioning the Cardinal point of the Needle towards the Empathy modality, suggests you are naturally proficient in empathic endeavours. You find building relationships and gleaning the trust of others comes easily to you.

However, when working from this modality, the Mutable skills become apparent in the Disruption modality. When forming relationships, we often avoid rocking the boat, for fear of damaging the fragile trust in the first, tentative stages of this new connection. Being provocative can be stressful in creating new relationships, so we turn to the Adaptable point, which in this instance is Ecosystem.

The Adaptable Ecosystem uses different media approaches to disruption, rather than direct disruption. Here you can develop a deeper sense of real-world impact and value, disrupting your audience by getting them to identify evidence of your message in the world around them, instead of you telling them what the problem is.



It is also important to note that in this position, both Authority and Paradigm are moot. Thus, you will be unable to really leverage these from a position of Empathy. Instead you will need to adjust the Needle to the most appropriate position to activate these.

This could be through the Cardinal point if you are naturally strong in either of these modalities, or with the Adaptable point if you need to develop further skills.

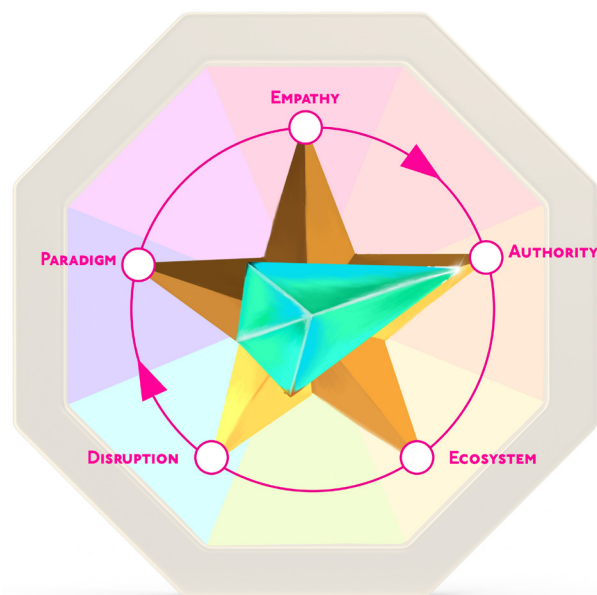
Cardinal—Empathy

Mutable—Disruption

Adaptable—Ecosystem

Moot—Authority and Paradigm

## Authority



If your Cardinal skills are in the Authority modality, you are a pioneer, a natural leader and you imbue everything you do with a sense of experience and

knowledge. The Cardinal Authority can be charismatic and upfront or prefers to step away from the limelight to guide their audience, helping them to be the best they can be.

It is important not to confuse Authority with expertise. Being an expert in your field is a prerequisite to the authoring process and permeates every modality. An Authority stands out from the experts in their profession because they lead the way, rather than simply doing what other experts do (or competing with other experts on their terms).

When in this position, Paradigm becomes a Mutable skill and Disruption is the Adaptable skill. This tends to be the case, because the Authority skills come with a large degree of rigidity—a definite rooting in one’s own knowledge and experience. Paradigm requires a lot of flexibility, which can be very stressful for a Cardinal Authority.

The solution here is to disrupt, both in terms of polarising their own knowledge and by creating Disruption in their authoring to broaden the scope and perspective of their audience.

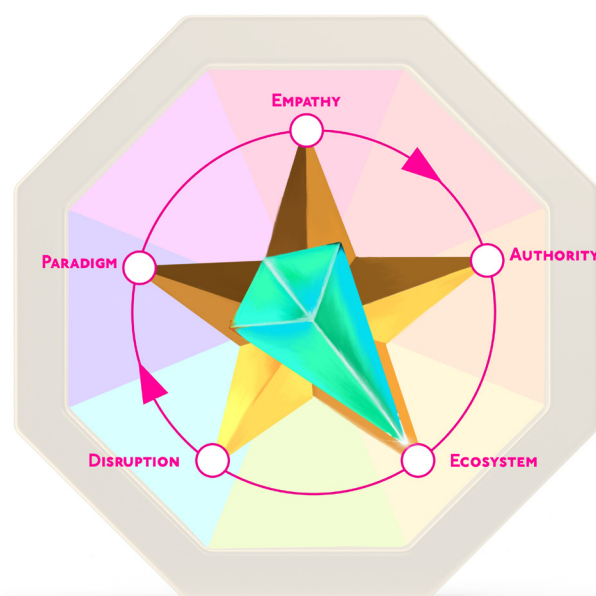
Cardinal—Authority

Mutable—Paradigm

Adaptable—Disruption

Moot—Empathy and Ecosystem

## Ecosystem



The modality of Ecosystem centres upon the real-world experience of your audience, their physical environment and the media bubble that surrounds them. In terms of how this translates to your authoring, the Ecosystem of

your audience is where you focus on making things real for people, as well as transitioning them away from the noise and humdrum which is currently distracting them from attaining real value instead of pain.

Appreciating how full your audience members' experiences already are will help you navigate just how important it is not simply to compete with the other voices in the media bubble, but to redefine their media bubble around them. Developing this tangible sense of physical results in the real world, is essential to any project, whether it be Transmedia or a more traditional style of book.

In this position, our mutable challenge stems from Empathy and can be best seen in how we need to be removed from our audience member in terms of where they are at and focus on where they need to be. Therefore, if you find striving for their real-world value in terms of their Ecosystem, you may find it difficult to identify with their real-world pain.

Using a Paradigm is an absolute must when it comes to Ecosystem, because this will enable your audience members to self-identify the best route through your Ecosystem. Through diagnostic tools, they will literally discover the most effective path for their needs, which you can then guide them through.

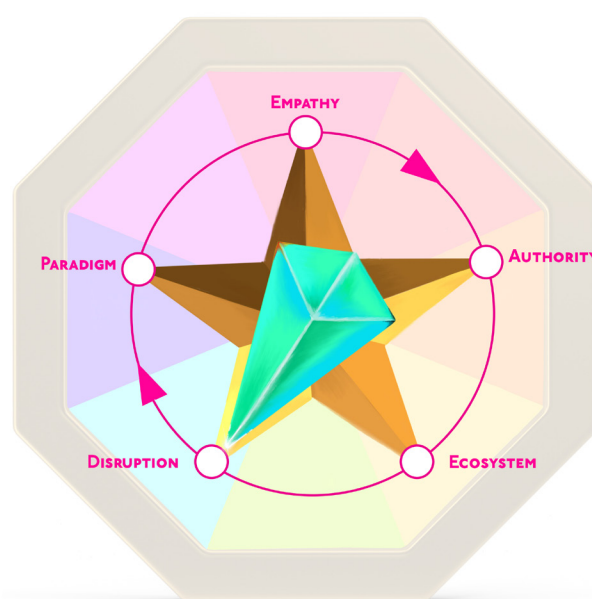
Cardinal—Ecosystem

Mutable—Empathy

Adaptable—Paradigm

Moot—Authority and Disruption

## Disruption



If your key modality is Disruption, you will be seeking to go against the grain—to challenge the erroneous miasma of stuff that people hear and blurt out, without a second thought. The common misinformation, the snake oil, the diversion

tactic that gets people to open their wallets through an effective sales message which lacks real substance.

Disruption is a noble, rather heroic endeavour and this modality is always seeking to provoke people away from the comfort zone and into the value zone. Transformative in a standout way, Disruption always has the Marmite effect—your audience will either hate it or love it.

The challenge, in terms of the Mutable skills is that here, your Authority becomes challenging to assert. Authority is often seen as the loudest voice in a choir of unified voices. However, you are striving for disruption—to counter the existing authorities in your field... and this can be tough.

Adapting to the challenges you face with Empathy is at the core of your Disruptive work. When you demonstrate a real sense of kinship with your audience; when you know them better than they know themselves, they will listen. And eventually they will trust. It is through this trust your authority will be established over time.

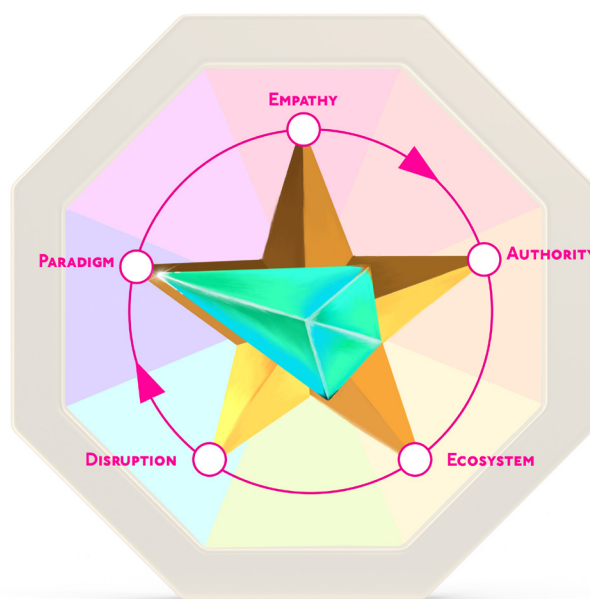
Cardinal—Disruption

Mutable—Authority

Adaptable—Empathy

Moot—Ecosystem and Paradigm

## Paradigm



When Paradigm is your Cardinal Skillset, you will be extremely proficient at adapting the path for each individual audience member through the application of systems or patterns. Rather like an algorithm that tracks user behaviour and learns their choices, in order to pre-empt them (and then get them to make

different choices) you will create a framework for transformation.

Using this as a basis for what you present to your audience, they will be able to tailor a unique experience for themselves, using your knowledge and expertise. If you are particularly adept at Paradigm creation and build, you will be able to develop ever-increasing layers of depth and effect for your audience; originating unique intellectual property along the way.

The Mutable skills here are in Ecosystem modality because Paradigm is an intellectual, logical pursuit. Making it real in terms of value and result is something that can present enormous challenges, both in terms of you making the system physical and in how your audience receive and use it. Very often, they will break it, before they ever see the value in it.

To leverage your Adaptable skillset, work in the Authority modality. This will help you establish real-world impact, by using a stringent testing methodology. The Authority in a Paradigm will trial, test and document case studies on the path to forming a robust archaeometry. This will ensure it can withstand the strange and unusual randomness that can arise from the world receiving your Paradigm.

Cardinal—Paradigm

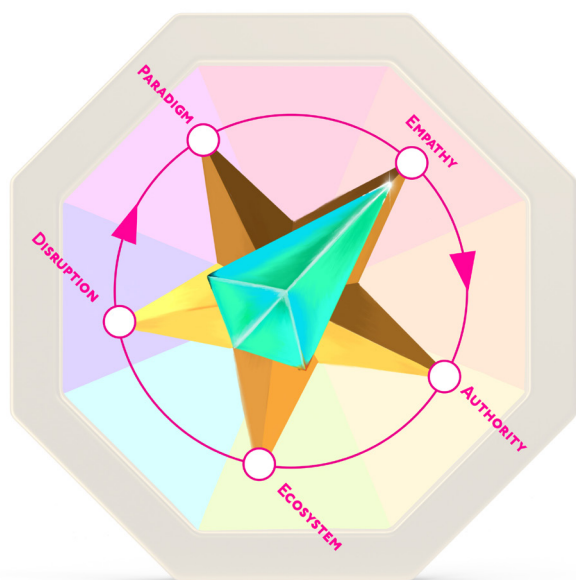
Mutable—Ecosystem

Adaptable—Authority

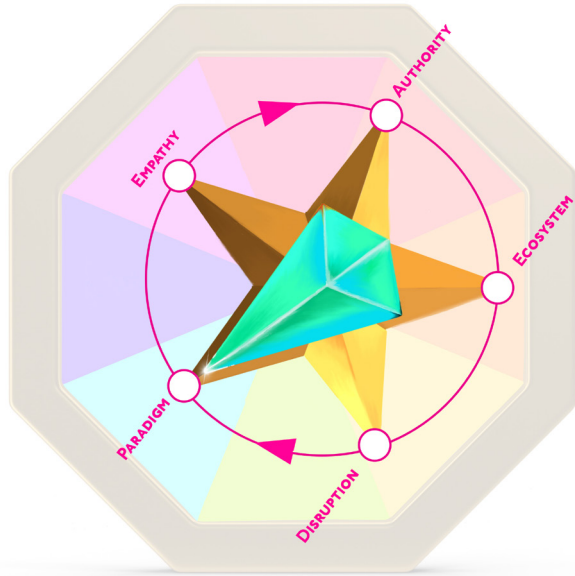
Moot—Disruption and Empathy

## The Needle and The Star

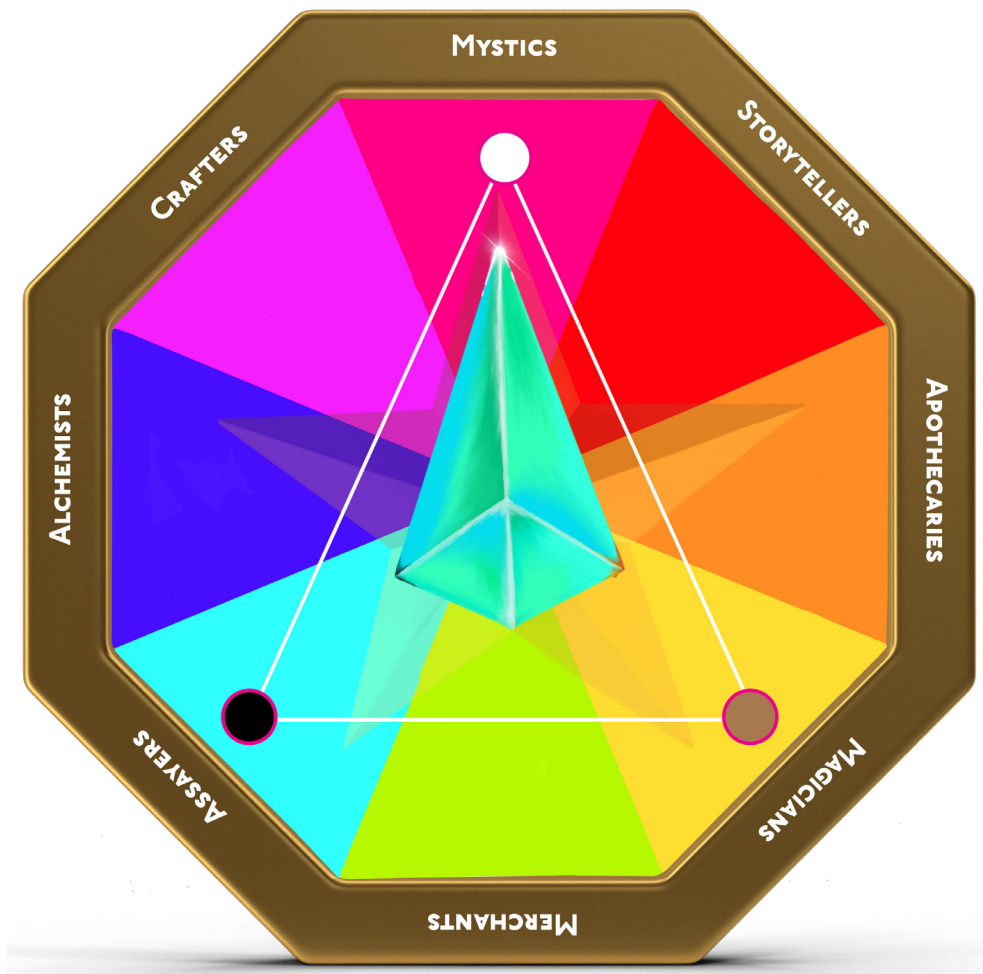
Once you have positioned the Needle to the appropriate point of the Star, you can lock this into place and then locate the Guild you wish to visit. This will



enable you to identify your Cardinal, Mutable and Adaptable skills, in relation to the Star and the modality areas of each Guild.



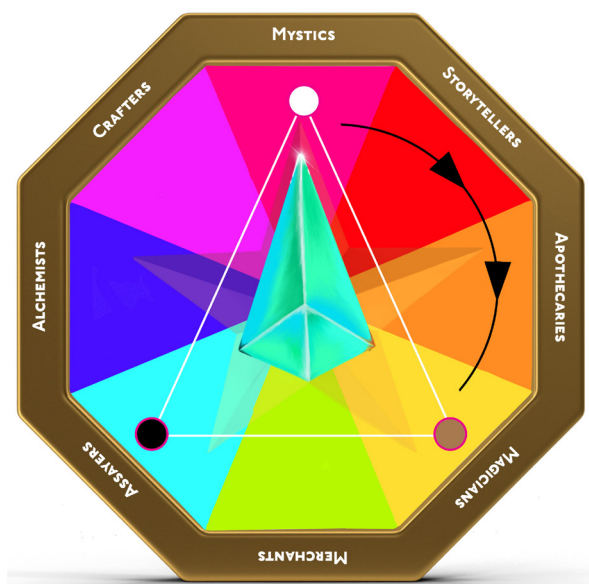
## The Needle and The Rose



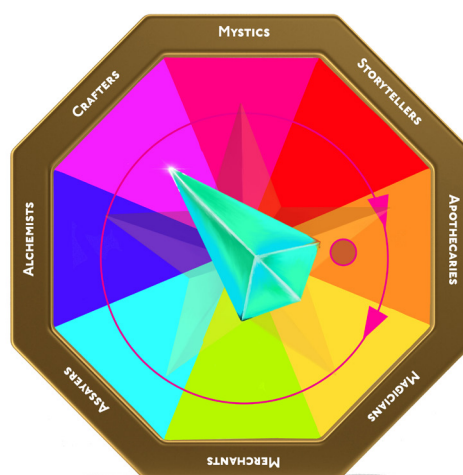
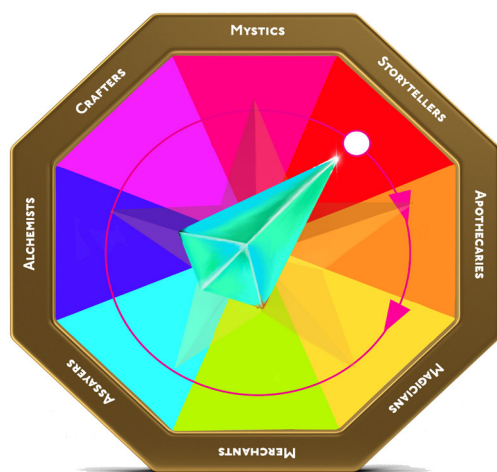
In addition to working with the Star to explore your skill strengths, weaknesses, and adaptations in terms of the modalities of Authoring, you can also work exclusively with the Needle and the Rose. This highlights your strengths (weakness and adaptations), within each Guild.

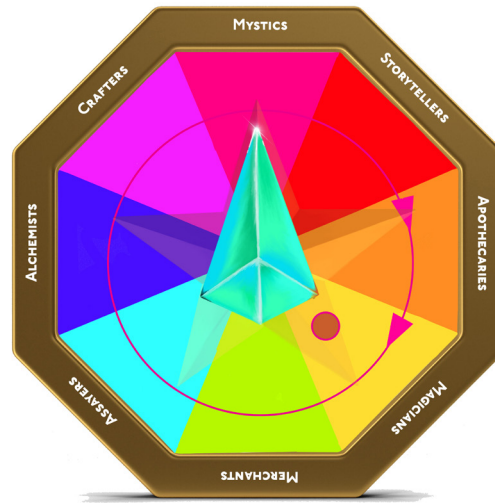
So, for example, if you possess Cardinal Skills when visiting the Guild of Mystics, you will find The Guild of Assayers challenging. You can compensate for this, via the resources in the Guild of Magicians.

You will possess a unique landscape of skills when it comes to authoring and can develop advanced skills in some areas, whilst needing additional support in others. Knowing how to navigate your specific landscape will ensure you know where you can push your abilities and where you may need extra flexibility.



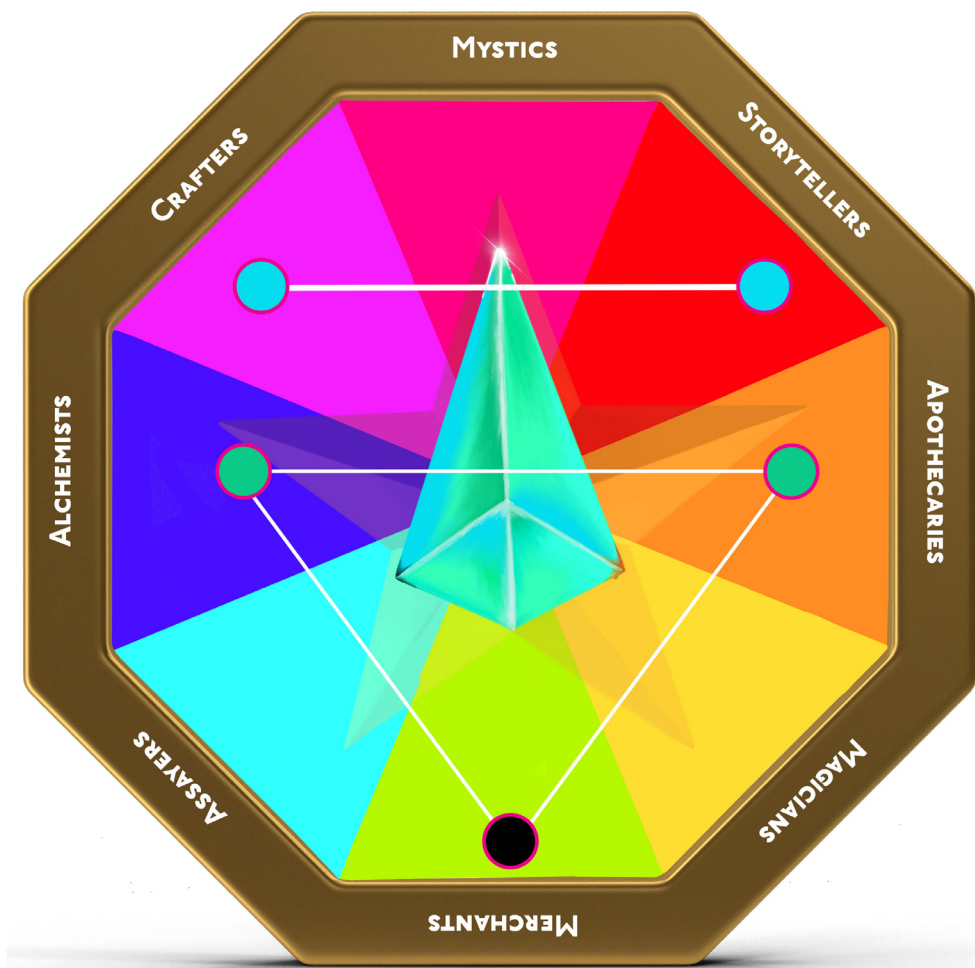
When working between the Needle and the Rose, it is important not to jump across the Rose from one guild to another. Instead work in a clockwise motion, from Cardinal to Adaptable. In between your starting and ending guild will be two other guilds—the first of these work with a Cardinal Skill position and the next, an Adaptable Skill position.

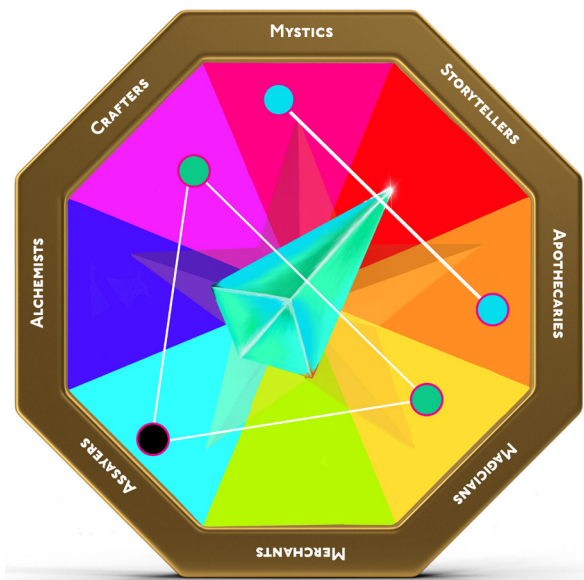




The reason for this is when we are in the Cardinal position, the two guilds adjacent are what we label Secondary Cardinal Skills. Beyond these three guilds, we will encounter Mutable or Adaptable Skills. For example, if you are Primary Cardinal in the Guild of Mystics, you will be Secondary Cardinal in the Crafters and Storytellers Guilds.

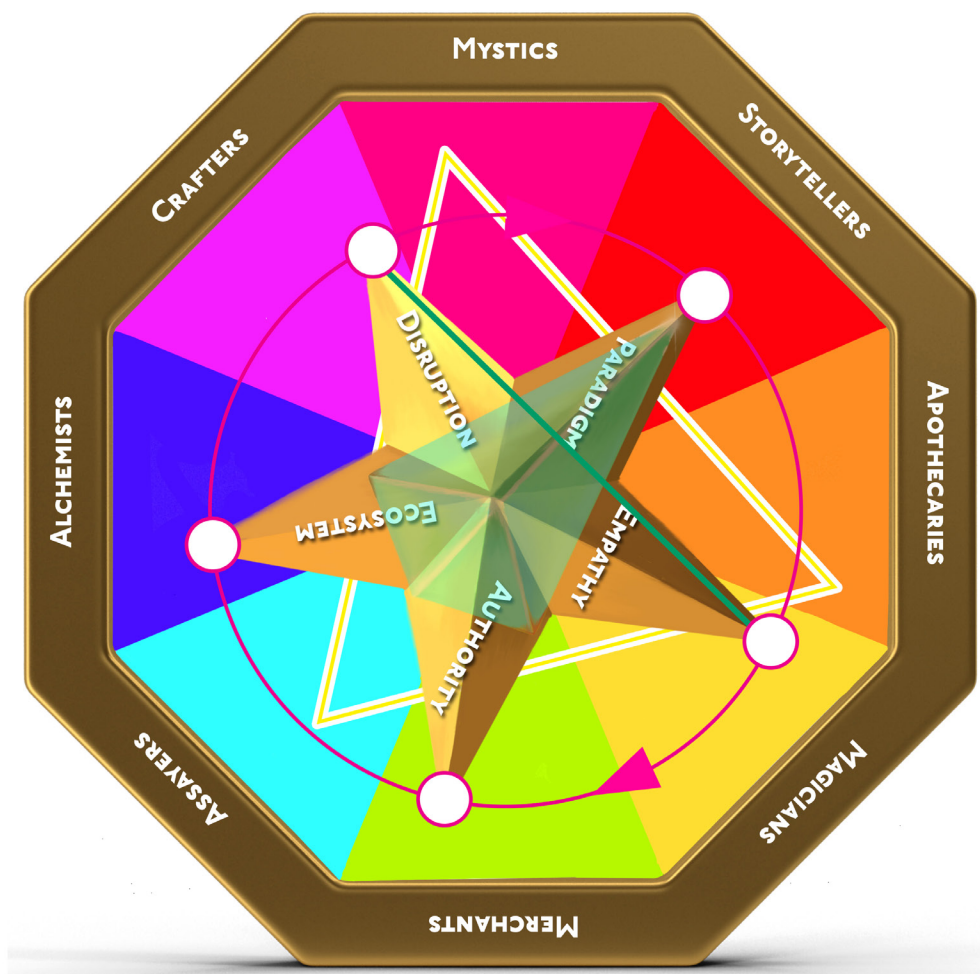
In this instance, the Alchemists and Apothecaries can become stronger if you practise your skills in Crafters and Storytellers Guilds. However, the Guild of Assayers will always remain Mutable and, whilst the Merchants can be Adaptable when in the Storytellers Guild, it will be moot when in your Primary Cardinal Skill of the Mystics.





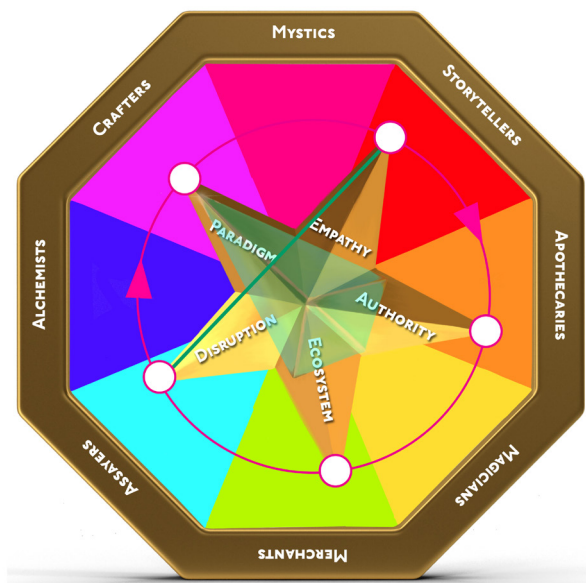
When we are within the Primary Cardinal Space, we can lock the Needle into place, or manoeuvre it to work in Secondary Cardinal Guilds. We can explore Adaptable Skills with the Needle and identify weak spots through the Mutable.

## The Star and The Rose



Another aspect of the device is when we employ the Star and the Rose, to appreciate how different modalities can be most effective in different guilds. Here, for instance, we see Paradigm in the Storytellers will also be effective in the Mystics and Apothecaries, whilst the Crafters is moot in terms of Disruption

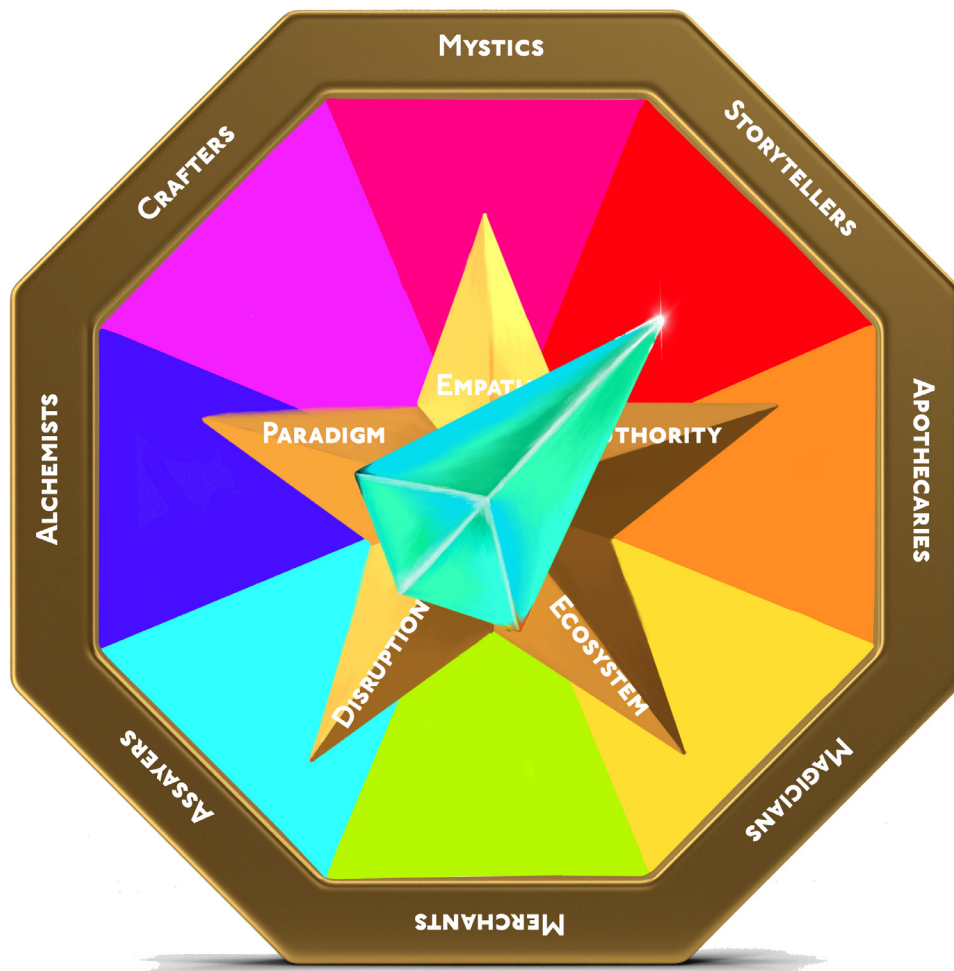
and the Magicians is moot in connection to Empathy. Here a lack of tangibility/ real-world results (Ecosystem) can be resolved by learning new Authority Skills in the Guild of Merchants.



It is important to remember the clockwise flow when using the device, because each guild builds upon the next in a clockwise direction. The Assayers informs the Alchemists, which informs the Crafters, and so on.

So, in the example here, our work with Paradigm in the Crafters Guild, is unable to affect the Magicians Guild opposite. This arises in Mutable challenges within the modality of Ecosystem, within the Merchants Guild. The results of this, would form an unsellable product without Adaptable intervention (using Authority in the Apothecaries Guild).

# The Needle, The Star and The Rose

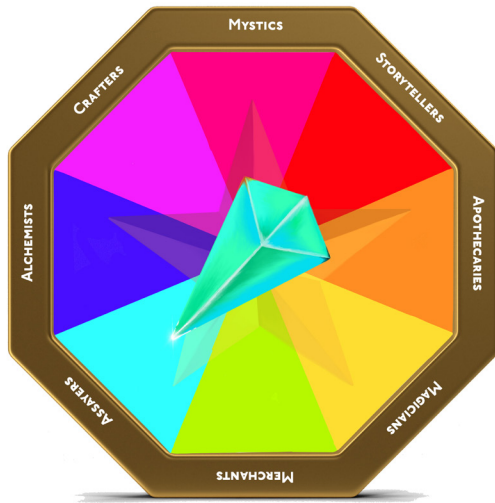


When you feel proficient with both the Needle/Star, Needle/Rose and the Star/Rose, it is time to work with all three. The scope this provides in navigating the guild (and your authoring strategy), is boundless.

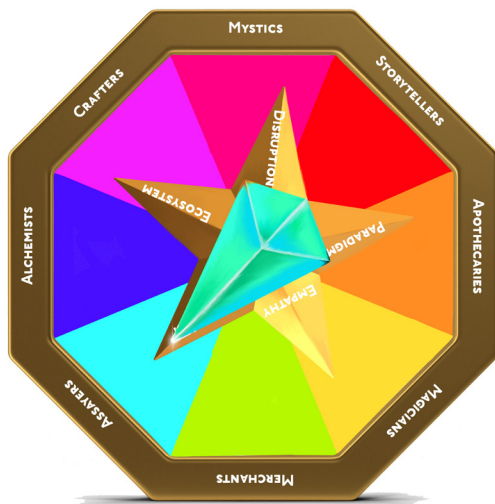
You can approach the Device in so many ways, it really boils down to what you want to achieve and how that endeavour best fits with your strengths and flexibility.

Let us explore an example of how you might use the Device in full to create a learning path through the guilds. In this illustration our subject is very data-driven, they rely on facts and figures, have an eye for detail and tend towards a very fixed view.

Here, their Primary Guild is the Assayers, so we shift the Needle to The Guild of Assayers. We can immediately see their Mutable is in the Apothecaries—audience connection and trust building. Their Adaptable is in the Mystic Guild—creation and pinoneering thought.



There is also a polarity relationship with Storytellers, which means this will be moot, leaving them unable to create narrative, whilst stuck in the Assayers. So, they will need to leverage Adaptable Skills and work in other guilds to resolve this challenge.

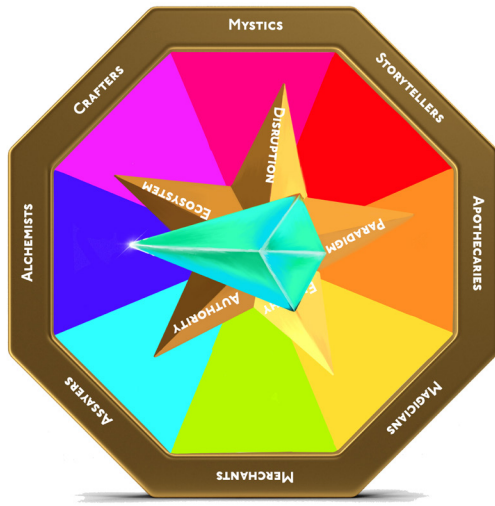


Now let's say this person finds their Authority comes naturally to them. They are a leader, who uses their authority to invest breath with a calm or proactive heartbeat. They enjoy being in Authority positions and create legacy when using this modality of skills.

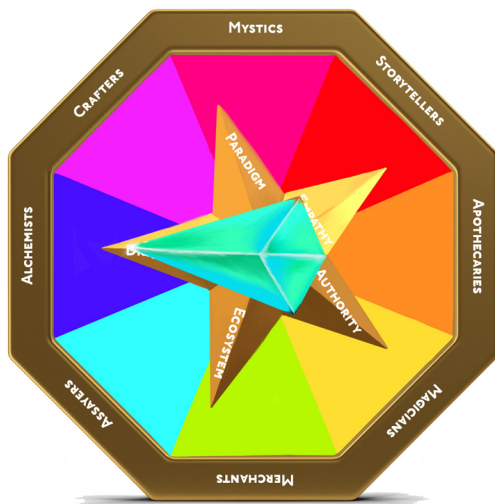
Here, we can see their Adaptable Skills are with Disruption, whilst their Mutable are found with Paradigm. We now have plenty of information to begin working with the device—discovering a path through the guilds.

The end result is to be working with Authority in the Mystics Guild. This will leverage their best skillset, whilst negating the challenges caused by their Mutable guild (Apothecaries).

The next step is to turn the Needle to their clockwise Secondary guild (Alchemists). Here they nullify the Mutable challenges formed by The Guild of Apothecaries, rendering it moot. As they evolve their knowledge within the Alchemists, they learn to internally polarise the previous problems with this guild.

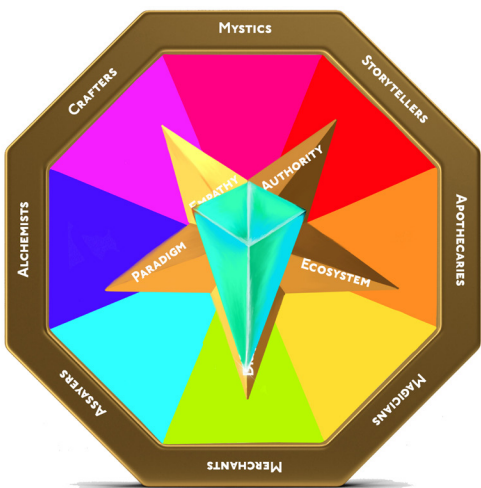


They then want to work with Disruption (their Adaptable modality), in the Alchemist Guild. This also places their strongest skillset (Authority) in the Magicians Guild, further taming the previous challenges with the Apothecaries.

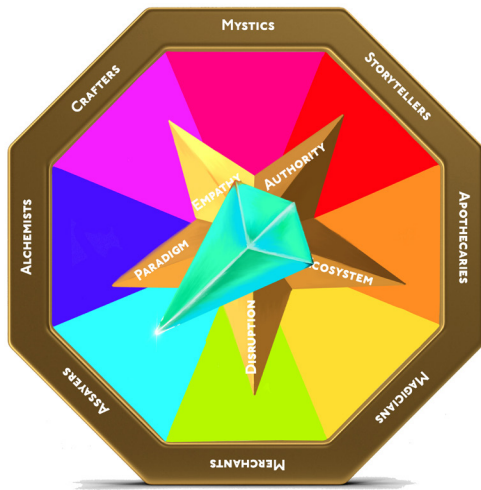


Notice here, the Device is also suggesting they explore the Adaptable Skills resources of the Guild of Storytellers.

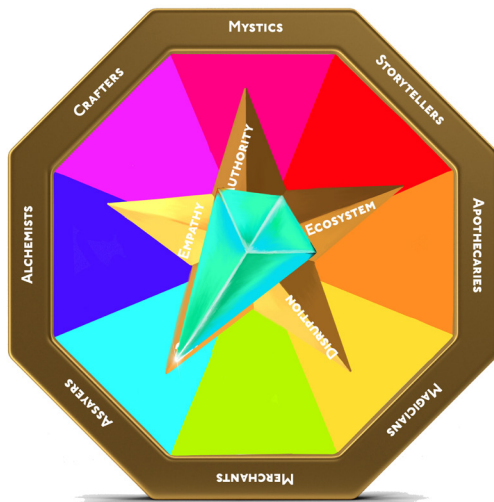
Next, they want to activate their other Secondary Guild, the Guild of Merchants, using their Disruption Skills. The purpose of which, is to use the Adaptable Resources of the Crafters Guild.



Once they have completed this, we know they need to use their Adaptable Skills in the Mystics Guild.

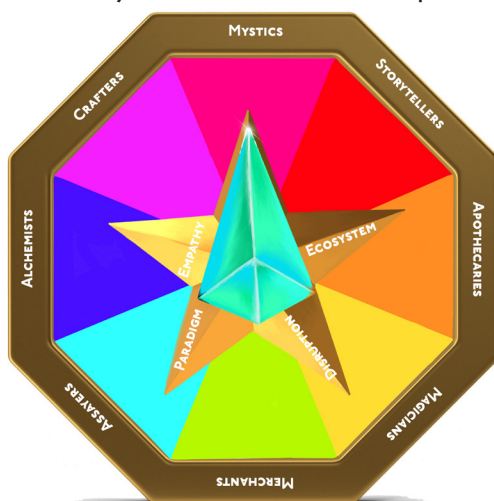


When they combine this with their Cardinal Skills (Authority) in the Adaptable position, we see they now need to work with Disruption resources in their home guild of the Assayers.



They are now finally ready to dive into the Cardinal Resources of The Guild of Mystics. This will resolve their initial challenges in the Apothecaries Guild (in the moot position), which could also be further evolved through use of Ecosystem.

You will notice their home guild of Assayers is now in the Mutable position, which is buffered by their natural expertise. Using your strongest skill and Primary guild



in the weakest position and with the learning you have gleaned from the guilds will help you move beyond your primary pain/problem points.

Every position between The Needle, The Star and The Rose tells a story. It gives a snapshot of what is happening for you in that place. Where your strengths are, your weaknesses, the areas you will not affect and those which can damage your business. Learn how to see and tell the stories presented by the device and this will always reveal where to look next.