

THE SHiFT | FORMATION FIRST ECONOMY™

Human formation as an underlying infrastructure for flourishing

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THE QUESTION BEHIND DEVELOPMENT

We invest in:

Resources

Skills

Opportunity

Infrastructure

Institutions

Capital

But:

Are the people and institutions who carry these things sufficiently formed and internally ready to carry the responsibility that comes with them?

Formation First Economy

WHAT FORMATION FIRST ADDS

CAPABILITY IS NOT THE SAME AS READINESS

A person may have:

Knowledge

Skills

Experience

without necessarily being ready to carry:

Responsibility

Authority

Accountability

Opportunity

Pressure

Formation First explores the space between:

WHAT WE HAVE

and

WHAT WE ARE READY TO CARRY

FORMATION → READINESS → RESPONSIBILITY

Formation asks:

Who are we becoming?

Readiness asks:

What are we ready to carry?

Responsibility asks:

What can we be trusted to steward?

THE INTERNAL DIMENSION

FORMATION IS NOT ONLY ABOUT WHAT WE KNOW

At a high level:

SEPARATION



CONNECTION

From:

Fear
Scarcity
Comparison
Competition
Control

Towards:

Responsibility
Contribution
Stewardship
Trust
Collaboration

Self-protection & Self-promotion

And:

BEING → BECOMING

Who am I becoming?

WHY THIS MATTERS UNDER PRESSURE

READINESS BECOMES VISIBLE WHEN IT IS TESTED

Responsibility

Authority

Correction

Accountability

Uncertainty

Relationships

Pressure

Comfort can conceal readiness. Pressure reveals it.

FORMATION AS HUMAN INFRASTRUCTURE

We already understand:

Physical infrastructure

Financial infrastructure

Digital infrastructure

Institutional infrastructure

Formation First adds:

HUMAN FORMATION INFRASTRUCTURE

Because:

People carry organisations.

Organisations operate through institutions.

Institutions operate through relationships, authority and responsibility.

FORMATION AND CAPITAL

CAPITAL AMPLIFIES

Capital can accelerate:

Capability

Enterprise

Infrastructure

Technology

Opportunity

But where readiness is insufficient, it can also accelerate:

Dependency

Fragmentation

Poor stewardship

Premature scaling

FORMATION BEFORE FUNDING

Are the people and institutions receiving the capital sufficiently ready to steward what they are being entrusted with?

THE BIOECONOMY QUESTION

BIOECONOMY

Resources

People

Knowledge

Relationships

Enterprise

Technology

Capital



VALUE CREATION

Formation First asks:

Who will carry and steward the value being created?

Are they ready for the responsibility, authority, opportunity and capital involved?

WARD 2: FROM MAPPING TO READINESS

WARD 2 DEVELOPMENT FORUM

The architecture asks:

WHAT DOES THE VALLEY NEED?

WHAT DOES THE VALLEY OFFER?

WHO IS DOING THE WORK?

Across:

ECONOMIC

CIVIC

CULTURAL

With cross-cutting themes including:

YOUTH ENVIRONMENT

Formation First asks:

Are the people and institutions being connected ready to carry the responsibilities and opportunities those connections create?

THE UNDERLYING HUMAN-INFRASTRUCTURE LAYER

EXISTING DEVELOPMENT ARCHITECTURES

BIOECONOMY

Resources → Capability → Opportunity → Value

WARD 2

Need → Resource → Initiative → Actor → Connection



FORMATION FIRST

**FORMATION → READINESS → RESPONSIBILITY → TRUST →
STEWARDSHIP**



SUSTAINABLE VALUE → FLOURISHING

FROM INDIVIDUAL TO TERRITORY

THE SCALE OF FORMATION

PERSON



FAMILY



WORKPLACE



ORGANISATION



INSTITUTION



TERRITORY



ECONOMY

The question at every level:

What responsibility is being carried — and is the system sufficiently formed and ready to carry it?

THE QUESTION WE WOULD LIKE TO EXPLORE

THE CONVERSATION

What could become possible if human formation and institutional readiness were intentionally treated as part of the infrastructure required for economic and territorial development?

And:

Could Formation First strengthen what existing programmes are already trying to achieve — without replacing their purpose, expertise or architecture?

CLOSING STATEMENT

Formation First does not seek to own the ecosystem.

It seeks to help explore whether the people and institutions carrying the ecosystem are sufficiently formed and internally ready to carry its future.

FORMATION PRECEDES FLOURISHING
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