

CHAPTER

3

Groundwork

On the standing meetings, the file names and the small conventions that outlive every plan.

Every studio that lasts gets built twice: once in the plan, and once in the habits that outlive it. This chapter is about the second building — the standing meeting nobody dreads, the file names that still make sense a year later, the quiet conventions a new hire absorbs in a week without being taught them.

None of it appears on an org chart, and almost none of it was decided in a meeting. It accumulated one sensible default at a time, until it simply became the way the place works. The trick is to notice it while it is still young enough to change.