

WHYZMEN • FACILITATOR GUIDE • SESSION 10

The Fellowship Gap & Finding Your Circle

Why men lose friends — and who yours are

North star: he walks in with a harvested first half and a Top-5 list nobody has asked him for. He walks out in a standing triad with three names in §3.2, a first meeting date in his phone, the T1 • Your Triad card in his hand, and one text already sent.

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Monday, January 25, 2027 • 9:00–10:30 AM • New Community Church • Wise Men Still Seek, Knowing Their Why's

Session Overview

Purpose

Session 10 closes the Foundation's last open question — not what a man is wired to do or who wired him, but who will carry it with him. It does two jobs in one ninety-minute slot. The first thirty-five minutes diagnose the fellowship gap without shame (friendships in the second half thin rather than break; the hours that used to build them were paid for by work) and teach the vocabulary the decision needs: Dunbar's layers, the five, and the five practices. The last fifty minutes are the decision itself: the men choose, on purpose, the triad that outlasts the program, draft its charter, and put its first meeting in the phone.

It is also the prelude to Session 11 and Clearness Monday. The Clearness Room — demonstrated at Session 11 on February 15, then run by each triad in its own room at church on Clearness Monday, February 22 (no class) — depends on a triad that can sit with a man for half an hour and ask only honest, open questions. The first triad meeting in the Wilderness Between is the rehearsal, and the T1 • Your Triad card handed out this morning is its rule book.

Session outcomes

- Every man can say, without shame, why his friendships thinned — and can name the mechanism as a design problem, not a character problem.
- Every man knows Dunbar's layers well enough to answer "who are your five?" — including how many of the five are currently empty.
- Every man is in a standing triad — three men, four at most, never two — and Charter §3.2 My Rule & My Triad carries the names.

- Every triad has a first meeting dated in Week 2 of the break, February 2–8, place and time in the phone, and a charter drafted at least through people, rhythm, and activity.
- Every man has the T1 · Your Triad card and knows its one rule: listen before fixing.
- Every man has sent one text to one man beyond the room.

Timing spine · 90 minutes · post it beside the timer

Clock	Movement	Min	Slides	Guide page
0:00	Opening — Ecclesiastes 4:9–12, once; the bridge from last Monday	5	1–3	—
0:05	The Gap — check-in (4), the erosion and the arithmetic (6), the health case (2), Dunbar and the cold math (8)	20	4–10	The cold math · Who occupies my five
0:25	The Practices — five on one slide (3), the ladder (2), the architecture (3), the Recipe (3), couple headline (2)	13	11–16	The Recipe · Couple Dimension
0:38	Your Circle — Knapsack callback (2), four questions (4), Circle Selection silent (5), tables (10), triads formed (6), charter in the triad (10)	37	17–25	Worksheet · §3.2 · Charter
1:15	Commitment & Send-off — date/text/card (5), the T1 card (3), Wilderness Between (2), Reading for the Break (1), Practice of the Week (1), Feb 15 handoff (1), benediction (2)	15	26–34	Before you leave · Wilderness

READ THIS BEFORE YOU PLAN ANYTHING ELSE

The slot is exactly ninety minutes and there is no float. If you are behind at 0:40, the couple dimension becomes one sentence (“it is in your guide — have the conversation at home this week”) and the five practices become the summary slide alone. Never cut Circle Selection, the triad forming, or the date in the phone. A man who leaves this room without a triad and a date has not had Session 10, and the Clearness Room on Clearness Monday, Feb 22, cannot seat him.

THE SINGLE POINT OF FAILURE

The triad forming at 1:00. It runs on two things you bring, not the men: a roster of the cohort on the screen or wall, and a decision — made before Sunday night — about which mode you are running. Mode A (cohort of nine to fifteen): the men choose from the roster using the four questions and you place the unplaced at the four-minute mark. Mode B (under nine, or a room that has shown it will not self-sort): you assign the triads from your notes on who has sat together well since November, and the four questions become the men’s check on your assignment. Either way, write your own draft of the triads on Sunday — you will need it for the unplaced in Mode A and it is the whole plan in Mode B.

Before Men Arrive

Item	Why
Tables of four, mixed from last Monday	The Circle Selection tables should not be the Named-by-the-Body tables. A man should hear his name said by men who did not name his gift last week. Never a five.
Roster on the screen or wall	Every man's name, large. The triad forming at 1:00 runs off it. A man cannot choose from a list he cannot see.
Your Sunday-night triad draft	Mode A: for the unplaced. Mode B: the plan. Built from who has sat together, who has named each other in exercises, and who arrived together (separate those).
Participant Guides in every binder	Circle Selection Worksheet, §3.2 page, the charter pages, the monthly arc. Five loose copies of the worksheet for men who write more freely on a sheet.
Cards: T1 out • optional cards in	T1 • Your Triad is in each man's front-cover pocket, labeled Session 10 (front: the one rule and the standing meeting from month two; back: the twelve monthly questions and the run of the first meeting). E2, T2 and the Listening Kit sheet are retired; T1 carries what they did, and its long version is Toolkit section 5, Build & Host. Step 2 of the pocket: print the four optional cards (E3 • Seven Questions, E4 • The Recipe, E5 • Invite and Host, H2 • Grandkids and Teens), two-up on cardstock, one set per man, and put them in an envelope with the Seven Ways to Coast card (for Session 11, not the triad meeting; the men keep it until February 15). E1 and H1 came out at Session 4; have five spares of each. At 1:20, not before, have the men pull out T1 and hand out the envelope: a card read at 9:00 is read during the diagnosis.
Harvest Charter open to §3.2	The names go into the Charter in the room. Have three spare §3.2 pages.
Timer, visible	You call: the check-in close at 0:10, the five-minute silent write, the two-minute warning at the tables, the four-minute mark in the forming.
TV hookup tested	Slide 24 (the monthly arc) stays up during the charter draft; slide 27 (the three things) stays up while phones are out.
Your own answers, written out	Your "last new friend" sentence — you go first at the check-in. Your five. Your own triad outside this cohort, if you have one; if you do not, say so — it is the most honest sentence you will say this morning.

MORNING LANGUAGE

This cohort meets at nine in the morning. Say "this morning," never "tonight." The deck and this guide are written that way; the inherited Fellowship Gap and Find Your Circle materials were evening sessions and are not.

1

The Gap

0:05 – 0:25 • 20 minutes • Slides 4–10

Diagnosis, then the science. The tone is conversational and slightly rueful — you are naming something every man in the room has felt and nobody has said. Keep moving; this movement earns its twenty minutes only because Movement Three needs its thirty-five.

Opening (5 min, slides 1–3)

Welcome, one sentence. Read Ecclesiastes 4:9–12 once, slowly. The cord of three strands is the image the whole morning hangs on and you will come back to it at the forming; do not explain it now.

WHAT YOU SAY

“Last Monday you read Part One as one document and said in three lines what it adds up to. You did that alone. This morning we find the men who will carry it with you — because in three weeks, at Session 11 on February 15, the Clearness Room begins, and it will be these men asking you the questions.”

Check-in (4 min, slide 4)

At the tables, not plenary. One sentence per man: “The last time I made a new real friend was ...” You go first, honestly. Tell the tables to receive each answer with a nod and not analyze it. When they finish, ask the room: “How many of you named someone from before you were fifty?” Hands go up. Let the silence land.

WHAT YOU SAY

“What you are noticing is not a personal failure. It is a pattern. And a pattern has causes.”

Then the practice check-in, same tables, same pace — the second line on slide 4: “Tell us one moment with this week’s practice: Three Good Things, aloud.” One moment per man, no commentary. You go first here too. Keep it inside the four minutes; a man who did not do it says so in one sentence and passes.

The erosion and the arithmetic (6 min, slides 5–6)

Three mechanisms, one line each. Context collapse: “Think about the friend you named. Where did you meet him? Almost every answer in this room is a place you no longer go.” The hours: Hall’s three numbers — about 50 hours to casual friend, 90 to friend, 200-plus to close friend. Calorie-free connection: the metaphor does its own work.

A CORRECTION TO INHERITED MATERIAL

The old Fellowship Gap deck said “60 hours to a close friend.” That was a compression of Hall (2019). Use the three numbers on slide 6; they survive a fact-check and the arithmetic depends on them. If a man pushes back on the exact figures: “The exact number is arguable. The direction is not. Friendship is made of hours, and the building years spent yours at work for free.”

Slide 6 is the slide that makes men go quiet. Present the three numbers one at a time, then the arithmetic — one dinner a month is two hours; a close friend is eight years away — and let the silence run. Do not rescue the room. Then the turn:

WHAT YOU SAY

“A triad that meets ninety minutes a month and does one ordinary thing together in between gets to two hundred hours in under two years. The structure is the whole difference. That is what we build in Movement Three. And here is the good news: this is a design problem, not a character problem. The structures that used to produce friendship disappeared, and nobody handed you new blueprints.”

The health case (2 min, slide 7)

Three numbers, a beat between each: fifteen cigarettes (Holt-Lunstad’s comparison, carried into the Surgeon General’s 2023 Advisory); plus fifty percent survival odds (the 2010 meta-analysis, 148 studies); eighty-five years of the Harvard study — “the men most satisfied in their relationships at fifty were the healthiest at eighty. Most of you are between those ages.” Close on Brooks, whom the men know from Session 8.

Dunbar and the cold math (8 min, slides 8–10)

Two slides. The layers first: Robin Dunbar, Oxford, thirty years on primate brain size and social group size; a human being holds about 150 stable relationships; inside that, nested layers of 5, 15, 50 — each about three times the one inside — and outside it 500 and 1,500. Walk the rings from the outside in. The 150 shows up wherever humans organize without an org chart — Neolithic villages, the Roman century, Hutterite colonies that split at 150, the congregation size at which a pastor stops knowing everyone. The men will recognise the church example.

Name the 1.5: “Dunbar also finds an innermost layer of about one and a half — the intimate. For most married men, that is his wife. Which means the five is not her. The five is the men.” Then the time budget: about 40% of social effort goes to the five and another 20% to the next ten — 60% to the fifteen who matter most. “The retired man’s problem is not too little time. It is that the hours are going to the 150 and the five is running on empty.”

Slide 9, four findings, one line each: friendship decays while kinship does not (a friendship unfed slips a layer in months; a sibling survives the same neglect); men bond shoulder-to-shoulder (Dunbar’s finding, not just Baker’s — it is why the charter requires an activity); seven pillars (language, place, education, interests, worldview, humor, moral values — a tie-breaker in selection, not a filter); the five is a capacity, not a wish list.

WHAT YOU SAY — LAND IT AND HOLD THE SLIDE

“The question is not ‘do you have friends?’ The question is ‘who are your five?’ For most retired men the honest answer is two, and one of them is his wife. That is where the crisis lives — not in the 150. Your 150 is fine. Your five is where we are working.”

The cold math (2 min, slide 10)

This is the slide for the man who has no golf group — most of the room. Left column, Dunbar’s maintenance schedule: contact about weekly keeps a man in the five; monthly holds the fifteen; twice a year the fifty; yearly the 150. Below the rate he drops a layer within months. Right column, four cold numbers: 15% of American men report no close friends, up from 3% in 1990 (Survey Center on American Life, 2021 — the same survey found men with ten or more close friends fell from 40% to 15%); about one in five men received emotional support from a friend in the past week, against two in five women; Hall’s 200 hours; Pentland’s ceiling of five. Read both columns without softening any of it.

WHAT YOU SAY — THE LINE TO LAND

“A monthly triad meeting, by itself, is a fifteen. What makes it a five is what happens between meetings. For some men this happens by itself — the golf group, the cigar night, the friends who never moved away. For most men it does not. So the five gets a schedule, the way the medication does. The schedule is at the end of the next movement.”

WATCH-POINTS

The man who names a very recent friend at the check-in. Receive it warmly; do not let it derail the pattern.

The man who argues the health statistics. Receive the pushback: “The research is consistent, and our experience usually confirms it, even if we have not named it that way.” Do not litigate.

The joke — “bromance,” “is this a dating service.” Humor here is a defence against admitting loneliness.

Name it lightly: “That laugh usually means we are close to something real.” Move through it.

2

The Practices

0:25 – 0:38 • 13 minutes • Slides 11–16

In the two-session version this was twenty minutes of teaching, one slide per practice. This morning it is one slide of five and two slides on the two practices the triad depends on — the ladder and the architecture. Move briskly; the Participant Guide carries the detail and the men can read.

WHAT YOU SAY (SLIDE 11)

“You built a 150 over forty years without trying — the office did it for you. The five has to be built on purpose. Here is the operating system.”

Five on one slide (3 min, slide 12)

A minute each on the first three — the two minutes saved here pay for the Knapsack callback at the top of Movement Three; add the one line the slide does not say. Anchor — “the five-minute conversation after the men’s breakfast is not small talk; it is brick-laying.” Do something together — “asking a man to sit across a table and share feelings before he is ready is asking him to sprint before he can walk.” Initiate — “the invited man is almost always grateful and almost never the one who initiates; somebody in this room has to be the one who texts, and this morning it is going to be you.” The ladder and the architecture get their own slides; do not teach them here.

The ladder (2 min, slide 13)

Read the rungs from the bottom and land on the middle one. Nelson’s phrase — chronic shallowness by mutual agreement — is worth saying twice: “Nobody decided to stay shallow. Both men just kept not going first.” The right column explains why the charter carries a twelve-question arc; do not walk the arc now.

The architecture (3 min, slide 14)

WHAT YOU SAY

“For twenty weeks this room has been your architecture. You did not have to design it — you showed up on Monday and the friendship happened. On March 22 that architecture comes down. Vellos’s finding is that friendship almost never fails because men stop caring. It fails because the structure stops holding. So this morning, while it is still standing, you build the architecture that replaces it — and the triad charter is the frame that holds it.”

The Recipe (3 min, slide 15)

The five practices turned into a calendar, for the man it does not happen to by itself. Four rows: every week, one touch per man in your five plus one shoulder-to-shoulder hour with at least one of them; every month, the triad meets and one invitation goes out to a man in the fifteen; every quarter, one thing you host; every year, reread your five. Say the arithmetic once — weekly contact is what keeps a

five a five; the triad meeting alone is a fifteen; the between-meeting hour is what moves the needle — and tell them the Recipe page in the guide is a tear-out for the refrigerator or the phone, not the binder. Then name it once as the friendship line of your Rule of Life — the weekly and monthly rhythms from Session 4, now pointed at your five.

WHEN A MAN SAYS THE WEEKLY ROW IS TOO MUCH

“You take a pill every morning for a heart you cannot see. This is ten minutes a week for the men you can.”

The couple dimension (2 min, slide 16)

The headline only; the full segment is in the Participant Guide. Say the frame carefully: “This is not about changing your wife. It is about designing a friendship life that works for both of you.”

Introversion is wiring; isolation is a habit. Three moves, one line each. Then the invitation in one sentence (optional through the break, not counted): one ten-minute conversation at home this week, listen first; H1 · The Marriage-Safe Conversation card, from Session 4, is the tool.

WATCH-POINT · AND IF YOU ARE BEHIND

A man who reveals real marital tension here. Do not counsel in the room. Receive it, say it is common, offer a conversation after. Session 4 was the marriage session; this is not.

If you are behind at 0:35, this slide is one sentence: “It is in your guide. Have the conversation at home this week.” Then Movement Three.

3

Your Circle

0:38 – 1:15 • 37 minutes • Slides 17–25

The center of gravity. Everything before this was diagnosis and vocabulary; this is the decision. Men leave this movement in a standing triad with a charter drafted. Say at the start which mode you are running — the men should know whether they are choosing or checking.

WHAT YOU SAY (SLIDE 17)

“You have been in threes since Session 1 — different men every Monday, on purpose, so you would know the whole room. This morning you choose the one that outlasts the program. Most men never choose their closest friends; they inherit them from a context and lose them when the context ends. Choosing on purpose is not unnatural. It is wisdom.”

The Knapsack callback (2 min, slide 18)

At the start of Movement Three, before the selection questions. The pack from Session 1 comes back, pointed at friendship: scattered (many circles, thin presence, exhaustion by March) against chosen (your five, your triad, deep presence). Read the question at the foot of the slide and let it sit: which relationships go in your Knapsack? Klotz’s “subtraction neglect” is on the slide — we default to adding another group instead of going deep with a few. Going deep with a few is the subtraction.

WHAT YOU SAY

“Same plane crash, same pack. You can’t carry every friendship toward the second summit. You can carry five, well. Leaving others out of the pack is not rejection. It’s capacity.”

Four selection questions (4 min, slide 19)

Ask the men to hold the roster in mind and silently run names through the questions as you speak. Available — seasonal availability matters more than the zip code; a man in a health crisis or a move may be a dear friend and not a candidate this year, and that is not a verdict on him. Willing — the hardest to know until you ask, but you can read signals; a man who has deflected every question since November may not be ready, and “not now” is not “never.” Chemistry — not similarity. Wives — a sustainability multiplier, not a requirement. Pillars as tie-breaker, once.

Circle Selection, silent (5 min, slide 20)

WHAT YOU SAY

“Five names. Three from this room — men who pass the four questions; circle the one you would text first. Two from beyond this room — a drifted friend, a neighbor, a man from the breakfast — someone who was once a fifteen and could be a five again. Beside each name, the practice that is missing. Current reality, not wishful thinking. If the inner ring is thin, write it thin. That is what we are here to build.”

Say it once and sit down. Circulate once; do not read over shoulders. The man staring at a blank page gets the quiet question: “Who is one man in this room you would like to know better?” In Mode B the men still write the three in-room names — it tells you, and them, whether your assignment matches what they would have chosen.

The tables (10 min, slide 21)

Three questions, engineered to surface names and lower the social cost of asking. Men routinely discover at this table that someone else has already written their name — that is the moment the triad forms itself. Question 3 matters most; circulate and listen for the obstacles (schedule, fear of rejection, not knowing who, not wanting to need it). You will answer the most common one out loud in Movement Four.

CALL THE LAST TWO MINUTES

“Two minutes. If two of you at this table have named each other — say so now.”

Forming the triads (6 min, slide 22)

The men are on their feet. Four rules in thirty seconds, then “Go.”

- **Three.** Four is allowed; two is not — a pair collapses when one man gets sick, moves, or has a grandchild born in Denver. Five is not allowed either; at five men start performing (Pentland’s MIT group-size work).
- **Stand up and go.** The men who named each other find each other in ninety seconds. The harder case — a man who named someone who did not name him — has to go and ask. Franco again: the asked man is almost always grateful.
- **The unplaced get placed.** At the four-minute mark read the names of any man not yet in a triad and place him from your Sunday draft. Kindly, quickly, no discussion. Nobody leaves alone. This is your one non-delegable job this morning.
- **Write it in §3.2.** Three names in the Charter, now, before the charter draft.

WATCH-POINTS

Two men who both want the same third. Good news, not a problem — a triad of four is allowed. Say so. Do not adjudicate.

A man who wants his triad outside the cohort. Entirely valid for his life — and he still joins a cohort triad for the program; the Clearness Room on Clearness Monday, Feb 22, needs him in one. Both can be true.

A man nobody chose. He is on your Sunday draft. Place him with two men who have been generous at the tables, and call him this week — not to name it, just to check in.

A count that will not divide by three. Fours before twos, always. Nine men is three triads; ten is two triads and a four; eleven is a four, a four, and a three; twelve is four triads.

The charter, drafted in the triad (10 min, slides 23–25)

Walk the six cells in two minutes and let them work for eight. What must be decided this morning: people (done), rhythm, activity, and the first meeting date (Movement Four). Progression, purpose, and commitment can be finished at the first meeting — say so; it lowers the pressure and raises the completion rate.

Rhythm is the decision that matters: “Monthly works. Bi-monthly is the minimum. Quarterly is a book club, not a triad.” Activity — Dunbar and Baker both: a triad that only talks runs out of things to say by month four. Purpose is the hardest sentence; offer the stems — our own formation, the men around us, our families, our church, our neighborhood — and say honest beats grand. Slide 24 (the arc) stays up so the triads can point at it; when they reach cell five, put up slide 25 and say the NCC Goes line once.

WHAT YOU SAY (SLIDE 25) — THE BONDING LINE, ONCE

“Three friendships are not yet a group. Dunbar’s work on what bonds groups comes down to a short list — eating together, laughing together, singing or praying together, telling the same stories, keeping a ritual. Each releases the endorphins that make three men a we. So a shared meal and a closing prayer are not decoration. They are the mechanism. Break bread at every meeting.”

WHAT YOU SAY (SLIDE 25)

“For the triad that chooses Serve Together — NCC Goes goes out regularly. Two or three serve days a year, as a triad, will do more for your friendship than three months of breakfasts.”

WATCH-POINT

The triad that stalls. Point them to the fill-in-the-blank charter pages in the guide; structure cures blank-page paralysis. Do not let the block run past ten minutes — incomplete charters get finished at the first meeting, and the Wilderness Between exists for exactly that.

4

The Commitment & Send-off

1:15 – 1:30 • 15 minutes • Slides 26–34

Do not rush the first five minutes; they have more follow-through impact than any homework in the program. Before the three things, answer the obstacle you heard most at the tables — out loud, once.

Obstacle	What you say
Schedule	“Monthly is eighteen hours a year. You have those hours. You are choosing whether to structure them.”
Fear of rejection	“The worst outcome is a conversation that does not go the way you hoped. That is still a conversation worth having.”
Not knowing who	“You have three names in §3.2. Start there.”
Not wanting to need it	“Ecclesiastes says pity the man who falls and has no one to help him up. Needing it is not the weakness. Falling alone is.”

Three things before you leave (5 min, slide 27)

Make it physical: “Phones out.” The date — all three men, phones open, a date and a place in Week 2, February 2–8, ninety minutes; give them two full minutes and watch the calendars come out. A date “sometime in the interval” is not a date. The text — “ninety seconds; one man beyond this room, from your five; not a group text” — pause the session and time it; a man who sends it in the room sends it, a man who plans to send it later today mostly does not. The card — hold up T1; it is the last four minutes of teaching.

WATCH-POINT

The triad whose third man “can’t do that week.” The week is the non-negotiable, not the day. Meet in Week 2, February 2–8; if a triad truly cannot, it meets earlier — in Week 1, January 26 – February 1 — never later, because Session 11 on February 15 and Clearness Monday on February 22 are built on it.

Your card, T1 • Your Triad (3 min, slide 28)

A handout, not a lesson — the men have practised mirroring, labeling, and “and what else?” since Session 3, and the covenant from Session 1 already says listening before fixing. Have them pull T1 • Your Triad from the front-cover pocket (front: the one rule and the standing meeting from month two; back: the twelve monthly questions and the run of the first meeting; its long version is Toolkit section 5, Build & Host), then open the envelope: the four optional cards go into the pocket (point, don’t teach; E4 The Recipe and E5 Invite and Host belong to this morning), plus the Seven Ways to Coast card to keep for Session 11 — and why it matters in four weeks. Hold up E1, The Great Listener Card, from Session 4: it goes to the first meeting with T1. Say the run of the first meeting out loud: ninety minutes; twenty per man on the Month 1 question; fifteen to finish the charter; ten to set month two. In a triad of four, fifteen a man. Then point at Your job in the triad (Break Reference 3.1), for the man who

worries he has nothing to offer: the champion only asks what he did, and every man in the room is qualified for that today.

Add the speaker's half, one line, no slide: "And for the man talking: each meeting, go one level deeper than feels comfortable. Not everything. One step past easy." Point to the optional opener in the Participant Guide's meeting rhythm ("If you really knew me right now...") and move on. Do not name the 15% rule or the book in the room; the phrase "one level deeper" comes back as the Session 12 Practice of the Week.

WHAT YOU SAY

"One rule: listen before fixing. If you are not sure, ask him — do you want help, or just to be heard? Session 11 on February 15 demonstrates the Clearness Room; a week later, on Clearness Monday, February 22, there is no class and your triad runs it in its own room here at church. Your triad will sit with you for half an hour and ask you only honest, open questions — no advice, no fixing, no 'have you tried.' That is Parker Palmer's practice and it is the hardest thing men do in this program. The first triad meeting is the rehearsal. A triad that has practised not fixing for one morning can hold a man's mission."

The Wilderness Between and February 15 (3 min, slides 29, 30 and 33)

Last Monday the men got a one-line preview; this is the plan, and the Break Reference goes out electronically today. Do not read every line. Slide 29 is the three weeks, week by week, with honest minutes: walk the columns, one breath each. Week 1, January 26 – February 1: rest; answer your one text, send the text to the man beyond the room if it did not go this morning, skim the Break Reference once (about 10 minutes). Week 2, February 2–8: the triad meets once, ninety minutes, run from the T1 card on the Month 1 question; finish the charter and set month two ("you just dated it"). Week 3, February 9–14: §2.0 My Next Chapter, a page (60), from the Contribution Hypothesis, and §1.4 My Faith Foundation, two or three paragraphs, 300–400 words (45); both due Sunday, February 14. The practice runs alongside every week. Say the total: about 210 minutes over three weeks. Slide 30, pointed at: what to bring on February 15, the optional list (the ten Domain Why's, the Part One reread, the Session 8 test action, Three Good Things with the What I Am Bringing Back page, and at home: introducing the triad to his wife and the ten-minute talk with H1 — offered, not assigned, not counted), and the late-meeting rule: meet in Week 2; if you must, earlier, never later. Then Reading for the Break and the Practice of the Week (below), then the handoff on slide 33, and stop: "You have found your circle. In three weeks, your circle helps you find your one thing." Do not preview the Clearness Room further.

Reading for the Break (1 min, slide 31)

Point, don't teach. Name the three required items and say where they live (envelope / binder): the T1 · Your Triad card, for the first triad meeting; the Break Reference, skimmed once in Week 1; and Charter §2.0 and §1.4, the two pages Week 3 writes. Mention Going Deeper once, lightly — optional, never assigned. Slide 31 now has three cards: Required, Books (Dunbar, Velloso, Brooks, Waldinger & Schulz, Bradford & Robin, Pugh, Headlee; a month each) and Shorter Readings (an evening each, in the Session

10 folder): Building Friendships in Retirement, Who Are Your Five?, Building New Relationships After Retirement, and the Where Do I Start? page, which sends each man to the right card, Toolkit section or short read. If a man asks where to begin over the break, point him to Who Are Your Five?; it is this morning's Dunbar on two pages.

Practice of the Week (1–2 min, slide 32)

Two practices, one after the other. This week, Shoulder to shoulder: invite a man to do something side by side — the walk, the project, the errand (this morning's teaching: men bond shoulder to shoulder). Then through the break, One call a week: call a man you have not heard from, and ask the second question (the Session 2 practice, back again); about fifteen minutes a week. Name the skills and sections: "Shoulder to shoulder is section 5, Build & Host, in your Toolkit; One call a week is section 6, Take Stock — the card is the menu, the Toolkit is the kitchen." Then one minute, in pairs: each man tells the man beside him the one man he will invite shoulder to shoulder and the one he will call first (out of time this morning, naming the man is the try). The tracker is weekly, not daily: "Tried it this week ☐

" and one moment line, this week and each of the three break weeks. Three Good Things (in the Break Reference) stays optional: offered, not assigned. Rooted in Dunbar and this morning's teaching, and in the Wilderness Between: one call a week keeps the circle warm while the room is quiet.

WHAT YOU SAY

"This week, invite a man to do something side by side. Then once a week through the break, call a man you have not heard from, and ask the second question. One minute now: tell the man beside you who you will invite, and who you will call first. Session 11 opens with one moment from each of you."

Opening check-in, Session 11 (Monday, February 15, Presidents' Day): one short line each — the triad met (one sentence); §2.0 ("open to §2.0"); §1.4 ("open to §1.4"); one moment with One call a week; and the Session 8 test action, if he tried it. Tell them now so they are watching for it.

Benediction (2 min, slide 34)

Read it slowly and stop: may you go this week knowing who your five are; may you be the man who sends the text; may the cord of three strands hold. Close in prayer — gratitude for the triads formed this morning, petition for the three weeks and the first meetings, blessing on the men who received a text today and do not yet know why.

The Facilitator's Kitchen

Frameworks below the waterline — not for the room.

Why one session and not two

Before v5.2, The Fellowship Gap and Find Your Circle were two ninety-minute evening sessions, and the second required the first. v6 merges them into one slot so that Strengths → Ground → Fellowship runs unbroken in January and the interval stays at three weeks. The compression is deliberate and lopsided: thirty-five minutes of diagnosis and vocabulary, fifty of decision. What was cut from the room — the full five-practices teaching, the couple dimension, the Friendship Inventory — moved to the Participant Guide, where a man can read it; what could not be cut — the arithmetic, Dunbar, the forming, the date — kept its minutes. If a future cohort has a sixteenth week, the seam is at 0:40.

Dunbar — what to claim and what not to

Dunbar's 150 comes from the correlation between neocortex size and group size across primates, extrapolated to humans, and then checked against ethnographic and historical group sizes. The layered structure (5–15–50–150, scaling by roughly three) is his; the 1.5 innermost layer and the 500 and 1,500 outer layers appear in his later work, including Friends (2021). The time-budget finding — about 40% of social effort to the five, 60% to the fifteen — is from his group's studies of phone-call and contact patterns. The seven pillars are from Friends. The claim that men's friendships are club-based and activity-based while women's are dyadic and conversational is Dunbar's own reading of his data and is stated in the room as his, not as a law. Do not claim the layers are fixed for every individual; they are averages, and Dunbar says so.

Hall — the hours

Jeffrey Hall, "How Many Hours Does It Take to Make a Friend?", Journal of Social and Personal Relationships (2019): two studies, 355 and 112 adults; roughly 50 hours to move from acquaintance to casual friend, about 90 to friend, more than 200 to close friend; hours spent together by choice counted for more than hours at work or class. The inherited "60 hours to a close friend" was a compression and has been corrected everywhere in the r1 materials. The arithmetic slide uses 200 as the close-friend threshold, two hours per monthly dinner, and eight years as the result; the triad path assumes ninety minutes a month plus one activity of two to three hours, which lands under two years.

Why the triad forms in the room, from the cohort

Session 9 told the men "your triad — formed next Monday — meets once." The Clearness Room — demonstrated at Session 11, run by each triad on Clearness Monday (Feb 22) — seats a man with his triad. Both require that the triad exist, with names, before the men leave this morning — which rules out the older design in which a man left with one name and a text. The cohort is the only pool every man in the room shares, so the in-room triad forms from the cohort; the two "beyond the room" names on the worksheet carry the older design's virtue — one text to one man in the wider life — without making the program depend on it. Threes rather than pairs for redundancy; fours allowed

because two men wanting the same third is the most common forming event; no fives because Pentland's group-size work and every facilitator's experience agree that at five men perform.

Why the first triad meeting is the Clearness Room's rehearsal

Palmer's Clearness Committee has one hard rule — honest, open questions only; no advice, no fixing, no "have you considered" — and men who have not practised it break it within four minutes. The first triad meeting, run on the Month 1 question with T1 and the Great Listener Card (Listening vs Fixing on its back) in hand, is the low-stakes rehearsal: an easy question, a small room, one rule. T1 therefore carries only what that meeting needs. The fuller conversation-skills library — Headlee, Brooks, Duhigg, the Presence Practice — is skill-building in the Reader's Companion, not card material.

Connect — the speaker's half and the net

T1 and E1 teach the listener. David Bradford and Carole Robin's Connect (2021), drawn from Stanford's Interpersonal Dynamics course ("Touchy-Feely," taught since 1966 in small facilitated T-groups, the same bet our triads make), supplies the other two halves. The speaker's half is their 15% rule: disclose a little beyond your comfort zone; when it goes well, the zone grows and the next step is possible. In the room it is "one level deeper," never "15%." Their CEO's 90-second check-in, "If you really knew me right now...", is the standing meeting's optional opener. Over-disclosure is their danger zone, so "not everything at once" is half the instruction. The accountability half, the net (speak to behavior and its impact, never to motive), waits until Session 13, when triads first hold each other to dated steps; it travels as card T4, Stay on Your Side of the Net, out of the pocket at Session 13. Bradford's own count of exceptional relationships a person needs, four or five, matches Dunbar's five; say so if a man asks.

Sourcing notes

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- Waldinger & Schulz, The Good Life (2023) — the Harvard Study of Adult Development.
- Cox, D. A., "The State of American Friendship: Change, Challenges, and Loss," American Perspectives Survey, Survey Center on American Life, 2021 — the 15% / 3% and the one-in-five figures. Dunbar's contact-frequency layers: Friends (2021); decay without contact: Roberts & Dunbar, 2011.
- Pinker, The Village Effect; Baker, We Need to Hang Out; Franco, Platonic; Nelson, Frientimacy; Vellos, We Should Get Together; Brooks, From Strength to Strength; Frankl, Man's Search for Meaning; Pentland, Social Physics.

- Klotz, L., Subtract: The Untapped Science of Less (2021) — subtraction neglect, cited on the Knapsack callback slide.
- Voss, Never Split the Difference (mirror, label, calibrated questions); Palmer, A Hidden Wholeness ch. 8 (the Clearness Committee).
- Bradford, D. L. & Robin, C., Connect: Building Exceptional Relationships with Family, Friends, and Colleagues (Currency, 2021); Stanford GSB, “How to Build Better Relationships” (Insights, 2021).
- Group bonding: Dunbar, Friends (2021), on the endorphin-releasing behaviours — laughter, singing, feasting, storytelling, ritual — and Dunbar et al., “Breaking Bread: the Functions of Social Eating,” Adaptive Human Behavior and Physiology, 2017.

The Watch-Points

When	Who	What it means
Check-in	The man who names a friend from 1994 and laughs	The laugh is the defence. Receive it; the pattern will do the work when the hands go up.
The arithmetic	The man who argues the numbers	The exact figure is arguable; the direction is not. One sentence and move.
Circle Selection	The man with a blank page	Perfectionism plus fear, almost never a literal absence. “Who is one man in this room you would like to know better?”
The tables	The man who names “not wanting to need it”	The most honest obstacle in the room. Answer it in Movement Four with Ecclesiastes; call him this week.
The forming	The man nobody chose	He is on your Sunday draft. Place him kindly and fast. Check in this week without naming it.
The forming	Two men who want the same third	Good news. A four. Do not adjudicate.
The charter	The triad that wants quarterly	“Quarterly is a book club.” Hold monthly or bi-monthly; the arithmetic is the argument.
The commitment	The triad that cannot find a date in the week	Meet in Week 2 (Feb 2–8); if you must, earlier (Week 1, Jan 26 – Feb 1), never later.

Post-Session — Same Day

- Photograph or copy every triad’s three names from §3.2 before the men leave. You need the roster for the Clearness Room seating on Clearness Monday, Feb 22.
- Text the cohort once from your own number before evening. One sentence.
- Contact within 48 hours any man who was placed rather than chosen, and any man whose table obstacle was “not wanting to need it.”

- On Monday, February 1, text each triad's initiator: "Date still holding?" On Tuesday, February 9, text again: "How did it go?" — one line back is enough.
- Send the Break Reference (the interval packet) electronically the same day, with the due date — Sunday, February 14: \$2.0 and \$1.4 — in the subject line.

Appendix A — Scripture

Reference	How it is used
Ecclesiastes 4:9-12	Opening, read once. The cord of three strands — the image for the triad, returned to at the forming and in the benediction.
1 Corinthians 12:7 (callback)	Last Monday's warrant — gifts for the common good. If a man connects the triad to it, receive it.
Proverbs 27:17 (if asked)	"As iron sharpens iron" — the verse men expect; fine to affirm, not on the slides.

Appendix B — If You Are Running Late

Cut in this order. Never reverse it.

Cut	Saves	What it costs
Couple dimension → one sentence	3 min	Little. It is in the guide and the homework line still lands.
Five practices → summary slide only	3 min	Some vocabulary. The ladder, the architecture, and the Recipe stay.
Health case → one number (85 years)	2 min	Little. Brooks still closes it.
Charter draft 10 → 7 min	3 min	Purpose and commitment move to the first meeting — where they were headed anyway.

Never cut Circle Selection, the forming, or the date in the phone. Take the time from the Practices, not from the Circle.

Appendix C — Recovery Prompts

If a table stalls on names

- "Who at this table have you sat with since November and thought, I'd like to know him better?"
- "Which man in this room would your wife be glad to see you with?"
- "Who here has heard the hardest thing you have said this fall?"

If a triad cannot write its purpose

- "Finish this: if this triad were still meeting in five years, what would it have done that none of you could have done alone?"

- “What is one thing all three of you already care about? Start there.”

If a man says he does not need this

- “You may be right. Do it for the two men who need you in the room.”

One-Page Cue Card

Fold it once. Keep it in your pocket.

Clock	Do	Say
0:00	Eccl. 4:9–12 once. Bridge.	“You harvested the first half alone. This morning we find the men who carry it with you.”
0:05	Check-in at tables. You first. Then one moment with Three Good Things, aloud.	“The last time I made a new real friend was ...” — then, “hands up if before fifty.”
0:10	Three mechanisms. Hall’s 50/90/200. The arithmetic. Silence.	“A design problem, not a character problem.”
0:17	Three numbers. Brooks.	“Most of you are between fifty and eighty.”
0:19	Dunbar’s layers. The 1.5. The 60/40. Four findings.	“Who are your five?” — hold it.
0:23	The cold math: weekly / monthly / twice a year / yearly. Four numbers.	“A monthly meeting alone is a fifteen. The five gets a schedule, like the medication.”
0:25	Five practices, a minute each on the first three. Ladder. Architecture.	“What happens when WhyzMen ends on March 22?”
0:33	The Recipe: weekly / monthly / quarterly / yearly. Tear-out page. Couple, one slide.	“Hours are the currency. The calendar, not the feeling, decides.”
0:38	Knapsack callback. Scattered vs chosen.	“You can’t carry every friendship. You can carry five, well.”
0:40	Say the mode. Four questions.	“Choosing on purpose is not unnatural. It is wisdom.”
0:44	Circle Selection, silent. Sit down.	“Current reality, not wishful thinking.”
0:49	Tables. Circulate for obstacles. Two-minute call.	“If two of you have named each other — say so now.”
0:59	Forming. Roster up. Four-minute mark: place the unplaced. §3.2.	“Three. Four is allowed. Two is not. Nobody leaves alone.”
1:05	Charter in the triad. Slide 24 up. Slide 25 at cell five.	“Quarterly is a book club.” · NCC Goes line.
1:15	Answer the obstacle. Phones out. Date (2 min). Text (90 sec). Card up.	“One man beyond this room. Not a group text.”
1:22	The card: T1, the run, the rule, February 22.	“Listen before fixing. The first meeting is the rehearsal.”
1:25	Week by week, honest minutes (about 210). Triad meets in Week 2. §2.0 and §1.4 due Feb 14. Bring + optional. Reading, pointed at. One call a week. Feb 15 handoff.	“Your circle helps you find your one thing.”
1:28	Benediction. Prayer. Photograph §3.2 pages.	“May the cord of three strands hold.”

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