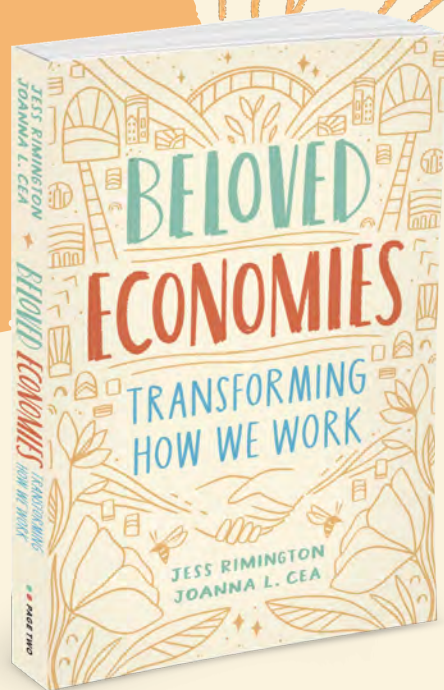


How we work needs to change. Here's a place to begin.

*Seven years of research.
Seven practices for change.*



JOANNA L. CEA | JESS RIMINGTON
with a beloved community of co-learners

“*Beloved Economies is a pragmatic guide for all of us who know we are ready to move beyond our current extractive and violent economy.*

adrienne maree brown, author of
New York Times bestseller
Pleasure Activism

“*Beloved Economies offers a deeply compelling vision of a world in which the relationship between work, the environment, and human flourishing is one of harmony rather than friction and inequity.*

Eric Ries, author of New York
Times bestseller *The Lean Startup*

About the Book

Let's create an economy for everyone.

Based on extensive research with organizations and companies that are boldly breaking out of business as usual, *Beloved Economies* offers readers an imagination-expanding vision of what work could be.

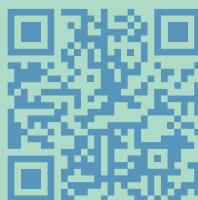
Authors Rimington and Cea — together with 60 co-learner collaborators — share possibilities for how we work, from practices explored and implemented across a wide array of enterprises. What these groups have in common is that they

are **generating forms of success that audaciously prioritize well-being, meaning, connection, and resilience** — alongside conventional metrics like quality and financial success.

Beloved Economies offers readers **seven specific practices** as a springboard for changing how we work. As the book reveals, it's not only what we do, but how we do it that can be a powerful lever to move us into economies that all of us can love.

Book Details

ISBN: 9781989025024
Pages: 400
Dimensions: 8.40 x 5.40 x 1.00
Publisher: Page Two Books, Inc.
Publish Date: August 30, 2022
Type: Paperback
Price: \$19.95



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www.belovedeconomies.org/book

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The Case for Changing How We Work

Because work isn't working.

The current way of work is neither sustainable nor worth it. The societal damage created by our current, extractive economy can't be repaired by the latest innovations in tech. We have to change something deeper: **how** we work.

Everyone can contribute to practicing a beloved economy — reorienting how we work to share power and unlocking well-being, meaning, and connection.

Throughout their research journey, authors Rimington and Cea noticed **a unique form of success: breakout innovation**. When teams and groups

break out of business as usual, they create transformative change that is far-reaching, enduring, and imaginative in its departure from the lovelessness of the status quo.

The key to achieving breakout innovation? Broadly distributed rights to design. Our rights to design are what we exercise when we imagine, decide, and build together — we hold the designer's pen to sketch out our futures. Beloved Economies shares **seven practices to deconsolidate rights to design**, so organizations and teams are able to mend the damage of business as usual.

“ *Why shouldn't we have an economy that makes us feel valued and cared for? Makes us feel safe. Seen. Inspired.* (page 30)

“ *What often passes as innovation only marginally improves the state of affairs, tweaking things within the constraints of what is.* (page 54)

“ *This book is for...anyone exhausted and fed up with what's not working about work and who has the will and latitude to make a change...* (page 36)

The Seven Practices: At a Glance

How to begin breaking out of business as usual.

*To transform how we work, we have to try things we haven't before. The seven practices are a **framework to cultivate economic imagination**, contributing to and building on visions of collaborators. They're a start on reimagining of work.*

“ *These seven practices expand what teams dream as possible about work.* (page 70)

The Practice	How It Works	What It Might Look Like
1 Share decision making power	Operating as peers across teams and groups - trusting one another to hold creative decision-making authority, impart insight, and share the risks and returns of our work together.	<ul style="list-style-type: none">• Customized decision-making protocols• Full and accessible information-sharing• Shared leadership, shared responsibility, and shared rewards
2 Prioritize relationships	Dedicating time and care to connect as human beings in our everyday interactions with team members and people in the broader community whom our work affects.	<ul style="list-style-type: none">• Building a culture of care• Welcoming brave conversations• Cultivating a relational worldview
3 Reckon with history	Creating intentional time, space, and processes to unpack and address the past in ways relevant to the work at hand.	<ul style="list-style-type: none">• Prioritizing repair• Proactively creating time and space for history• Embracing team history
4 Seek difference	Breaking out from business-as-usual biases and cultivating multiple, meaningful forms of diversity among our groups.	<ul style="list-style-type: none">• Inviting multiple perspectives on diversity• Creating conditions that support safety and bravery• Using varied channels for contribution
5 Source from multiple ways of knowing	Considering, valuing, and attuning to multiple types of knowledge, ranging from technical training to lived experience to spirituality to what we sense from the living world around us.	<ul style="list-style-type: none">• Proactively welcoming multiple ways of knowing• Building team capacity for greater awareness
6 Trust there is time	Choosing to believe that there is always time available to prioritize authentic connection, reflection, and care in how we work - including through following these practices.	<ul style="list-style-type: none">• Honoring people's time constraints and real urgency• Pointing out varied approaches to time exist• Prioritizing the fundamentals
7 Prototype early and often	Sharing and testing ideas at each step of a process, and deciding together what best next steps to take from what we learn.	<ul style="list-style-type: none">• Testing basic assumptions before beginning,• Working together to synthesize learnings and decide next steps• Replacing perfectionism with a culture of learning

Beloved Economies in Action

Organizations that have broken out of business as usual.

Over the course of seven years, research illuminated **breakout organizations** who embraced and inspired imaginative and tradition-busting ways of working. The book features many stories, journeys, and results, including:

Concordia

Rebuilding New Orleans, reimagined

In the wake of Hurricane Katrina in New Orleans, several disaster recovery plans failed to win city-wide approval. Concordia, a planning, design, and architecture company, facilitated an alternative approach — one where **residents were decision-makers in every step of the process**, from ideation to voting to administration.

The resulting Unified New Orleans Plan directly engaged over 9,000 residents in its creation and was the only recovery plan to gain the widespread support and official approval required to unlock urgently needed federal relief funds.



I believe that whoever is impacted by any decisions being made deserves a seat at the table.

Bobbie Hill, Concordia (page 104)



RUNWAY does far more than write checks; their investment is about 'people really showing up for you, being there for you in a deep way, around the success of your business and your life.'

(page 82)

RUNWAY

Capital investment reimagined

Since its founding, financial innovation firm RUNWAY has turned heads across the startup investment field with its commitment to reimagining a “friends and family” approach to capital investment, rooted in love for Black entrepreneurs and communities.

In the throes of the pandemic, the firm placed decision-making power in the hands of their community of entrepreneurs to determine how the firm could best leverage funds to support their businesses. The Universal Basic Income program that emerged had a powerful impact: **100% of RUNWAY's business partners are still operating** after two years of pandemic life, and 87% received a forgivable loan from the government's Paycheck Protection Program, compared to only 1.9% of Black-owned businesses nationally.

About the Research

The collected insights of a beloved community of co-learners

Over the course of seven years, the authors' research and insights were co-created with a **community of co-learners** and research team members who all contributed unique expertise, talents and insights. At times the research was sustained as a labor of love, and key phases were supported by significant grants from philanthropic funding partners.

The research journey included:

- 60 co-learners from a diverse array of teams and enterprises
- **Feature article** in the *Stanford Social Innovation Review (SSIR)*
- A start in collaboration with Stanford University and evolving into a grassroots research initiative
- Independent team of evaluators validating initial research findings



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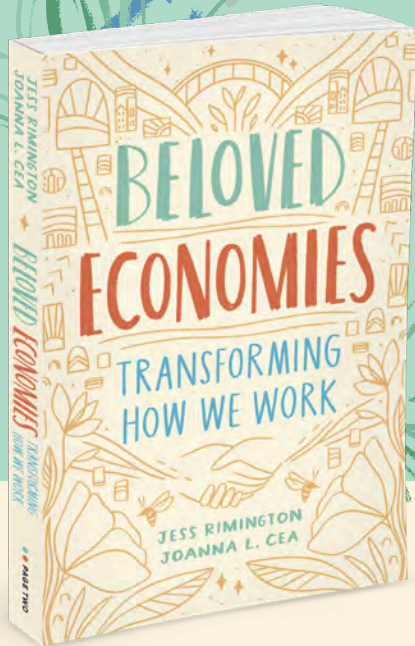
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Let's Talk About *Beloved Economies*

How can we discuss the idea of reimagining how we work?

Here are a few places to begin:



Q: What does “beloved economies” mean?

A: Dr. Virgil A. Wood, the educator and church leader who originated the term, described the idea as “not some grand, macro idea. Rather, I think a family, a school, a business, or a community group can be a beloved economic community, where there are certain values that help shape the way people relate to each other and the way they help each other.” In short, transforming how we work in relation to one another.

Q: What is “business as usual” in a “loveless economy?”

A: “Business as usual” is ways of work oriented toward the maximization of monetary profit and growth at all costs, which shuts or narrows information offering differing goals or strategies. A “loveless” economy is the outcome of this approach, one that drains value from workers, leaving them detached from and damaged by its practices. These ideas help define why the current idea of work is broken.

Q: Is a beloved economy an economic strategy?

A: Think of it as an invitation to expand our collective imaginations as to what’s possible. While it offers research-backed pathways, it is not a prescriptive manual to transform the economy. It’s a **framework** that invites us to step into the power we have to transform the economy from within, through reinventing and repairing how we work.

Q: Is a beloved economy only possible with non-profits, NGOs, or community organizations?

A: Though the book discusses the need to innovate out of the loveless economy of capitalism, that doesn’t mean it’s not pro-business or pro-profit. The research shows that breakout innovation, as created by the seven practices, can allow participants to thrive financially, attract significant investments, and grow bases of clients and customers.

“**Breakout actors cultivate an awareness of the past and our present-day possibility for choice to undo harmful behaviors that have been normalized in the loveless economy.**

(page 336)

Q: Are the seven practices a “step-by-step?”

A: To break out of “business as usual,” organizations need to embrace transformative change across all of the seven practices simultaneously and continuously. They’re not so much steps as components of a larger practice.

Q: How did COVID-19 impact the research and findings?

A: The need to reorient our current ways of working became even more apparent. The pandemic solidified our belief in beloved economies, as when conditions became difficult across every industry and category, the featured enterprises demonstrated incredible resilience.

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