

The Fridays Nobody Cancelled

Facilitator note: The skill is owning a quiet default - when an institution breaks a promise with no one at fault, the repair is not finding someone guilty and not performing guilt yourself, but becoming the address where the promise lives again: name the gap honestly, resume the commitment reliably, and fix the structure that allowed the lapse. Keep the frame off blame: every link in the story's chain is defensible, and Morah's line - "I didn't need someone to be sorry. I needed someone to be findable" - is the story's center. Do not let this become "everything is the new chair's fault" (Talya explicitly owns the address, not the fault) or "institutions are hopeless" (the elementary side kept its half of the promise since September - a dusted shelf). Affirm the learnable moves: the audit for shape rather than blame, the sentence that is neither excuse nor performance, the roster over goodwill, the handover page. Students are not asked to disclose real experiences of broken promises; Activity 7 is a fictional case.

Teacher answer key

1. The fault belongs to no one - every link is defensible; the address belongs to the chair, because a promise made by an institution needs a person where its memory lives. Owning the address means the promise can be found, asked about, and relied on again - "somebody has to remember on its behalf. That is what a chair is FOR."
2. Ora graduated in good standing and left a note in the folder; the office asked a new chair and got a yes; Morah waited politely, then wrote; Talya read the last page as history, not schedule. Her conclusion: "Every link in the chain is defensible. The chain, taken whole, broke a twelve-year promise" - defensible parts can still make a broken whole, so the audit's job is shape, not blame.
3. c, a, b, e, d. The audit (c) tells her what to say; the sentence (a) re-establishes the address before any logistics; the roster (b) turns goodwill into reliability; the Friday (e) is the promise visibly kept; and the handover page (d) closes the structural hole so the repair outlives her.
4. (a) $30 \times 2 = 60$ reader-slots. Goodwill: 40% missed = 24 missed slots. Named roster: 3% missed = about 2 missed slots (1.8). (b) Month 1 costs 1 conversation; month 2 costs 2; month 3 would cost 4; 2.5 school months lands between them - about 3 hard conversations' worth, versus 1 if caught in month one, which is what Talya's September question ("what does your program owe, and to whom, and when?") is designed to buy. Steps shown.
5. The dusted blue shelf, the picked books, and the saved low chairs show her side never stopped keeping the promise - "it kept a shelf dusted since September on the chance that someone would become findable." Findable beats sorry because sorrow does not resume a single Friday; a person with an address does.
6. The drawing should show: the closet's blue shelf, dusted; the picked books; the crooked paper sign reading THE BIG GIRLS SHELF; and the two low chairs exactly where they have

always been. Strong captions quote "I didn't need someone to be sorry. I needed someone to be findable." Any honest rendering counts.

7. Sample: Audit question - "Noa asks not 'who stopped it?' but 'what exactly was owed, to whom, and when did it last happen?'" Sentence - "She tells the secretary: 'Nobody cancelled the cleanup; it stopped in the gap between leaders, and the gap has a name now - mine, as the address.'" Fix - "She leaves a handover page where the outgoing leader writes the incoming leader's name and the incoming leader signs it, so the job passes from a person to a person." All three parts, with names; wording may vary. (Case name Noa is fictional.)

8. FRIDAY row 1 columns 1-6; READER row 2 columns 1-6; LAPSE row 3 columns 1-5; PROMISE row 4 columns 1-7; STORY row 5 columns 1-5; NOTICE row 6 columns 1-6; GRADE row 7 columns 1-5; BRIDGE row 8 columns 1-6. What broke without anyone deciding is the LAPSE (accept PROMISE with reasoning); what Talya becomes is the BRIDGE (accept READER with reasoning - the address between the program and the children).