IE WORKSHOP CANVAS · CHAPTER 5 · CAPITAL AS CUSTODIAN

The Capital Alignment Canvas

Deploy capital that aligns with ecological cycles, social repair, and intergenerational stewardship. Move from capital as commodity to capital as custodian.

ENTERPRISE

DATE

FACILITATOR

I REFRAME

1 Redefine Return

Success is not only financial yield. Name your returns across four dimensions.

Community well-being
Employment · ownership · capacity

Ecosystem health
Restoration · biodiversity · soil & water

Systemic resilience
Reduced vulnerability · adaptability

Cultural vitality
Knowledge preserved · traditions strengthened

II STRUCTURE

2 Time Horizons

Match capital structure to impact timeline. Patient · catalytic · evergreen · perpetual. Repayment around enterprise rhythms, not investor calendars.

3 Protective Structures

Limit investor board control · stakeholder representation · impact covenants · anti-dilution · acquisition limits. Tools: purpose trust, steward ownership, blended finance.

5 Shared Risk

Move beyond asymmetric risk & return. First-loss capital · revenue sharing · profit sharing with workers/community · downside protection for the enterprise.

III SOURCE & RELATE

4 Source-Aligned Capital

Impact-first investors · multigenerational family offices · CDFIs · values-aligned banks · PRIs · community shares. Screen: time horizon? success beyond returns? mission-vs-returns?

8 Relationship-Based Capital

Site visits · direct relationships · context & community · long-term partnerships, not transactions · mutual learning.

9 Connect to Infrastructure

Impact investing networks · CDFI & mission-aligned banks · shared deal flow & coinvestment · field building through standards & tools.

IV ACCOUNT & DEFEND

6 Transparent Accountability

Quarterly stakeholder updates · annual third-party impact verification · public dashboards · honest communication about challenges & trade-offs.

7 Regenerative Multipliers

Replenish faster than consume · restore trust & relationships · expand community ownership · strengthen ecosystems · build the knowledge commons.

10 Guard Against Distortion

Watch for: growth pressure · board shifting toward finance · metrics emphasizing financial over impact · exits forcing compromise. Safeguards: mission-lock · alignment audits · stakeholder voice in capital decisions.

~~accelerated growth · founder dilution · liquidation preference · forced exit~~

What terms would you refuse?

The Refusal Test — If your capital partners disappeared tomorrow and you had to replace them, what terms would you refuse to accept — and what does that tell you about the capital you currently have?

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