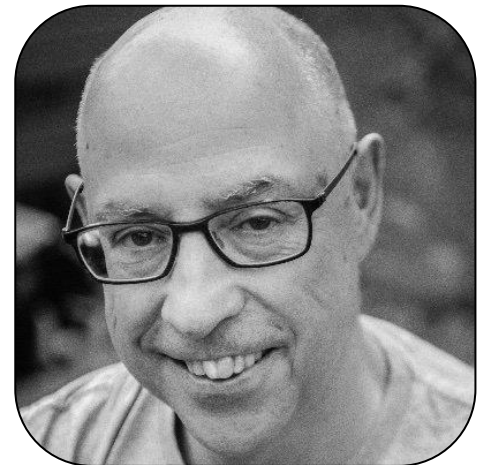




**British Computer Society**  
**The Chartered Institute for IT**  
**Consultancy Specialist Group**  
**Webinar**

**Gardeners not Mechanics:**  
**How to cultivate change at work**  
**By Gary Lloyd, 10<sup>th</sup> November 2020**

See the video at: [https://www.youtube.com/watch?v=u\\_6ntPhSm-Q](https://www.youtube.com/watch?v=u_6ntPhSm-Q)







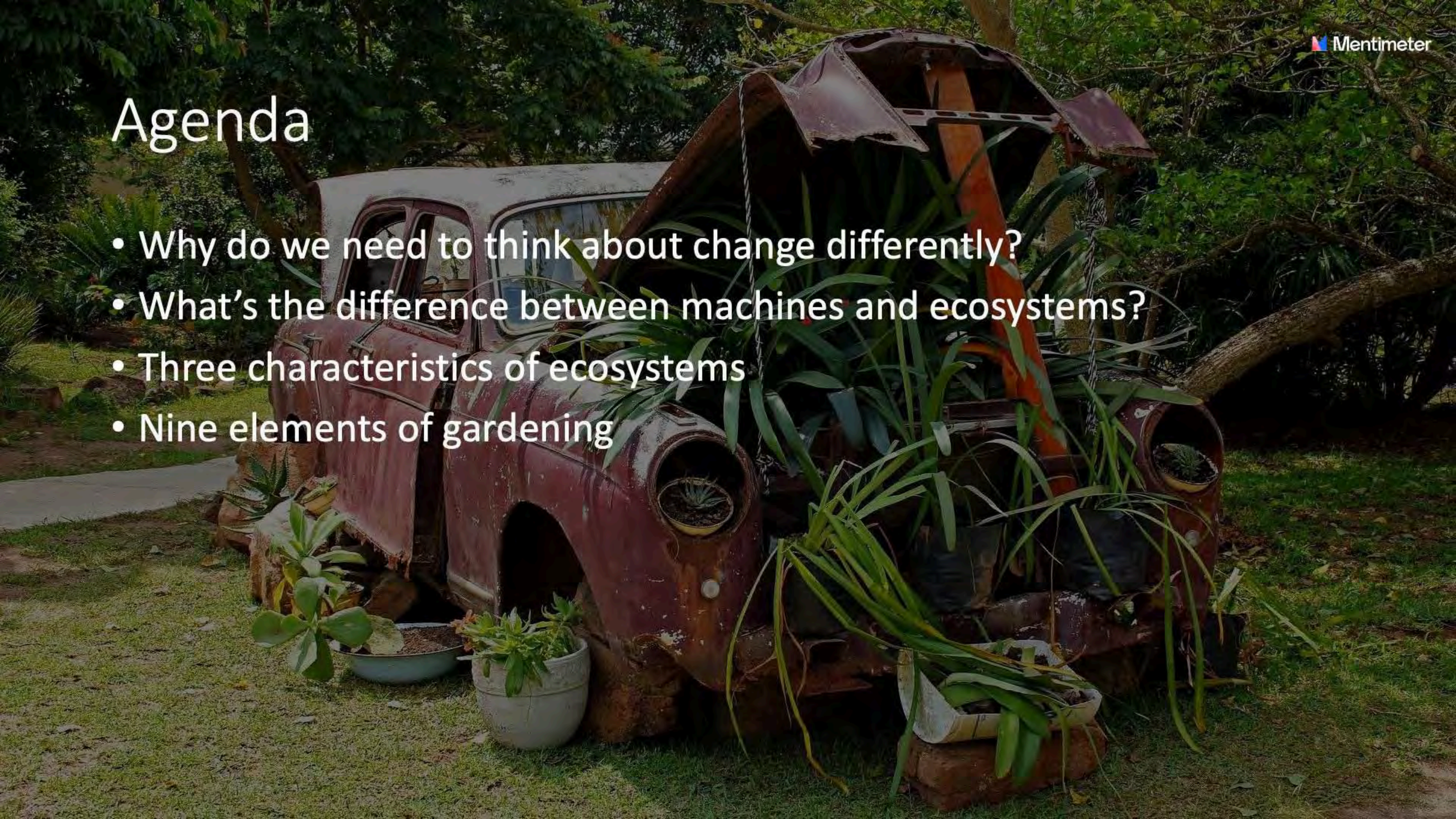
# GARDENERS NOT MECHANICS

*How to cultivate change at work*



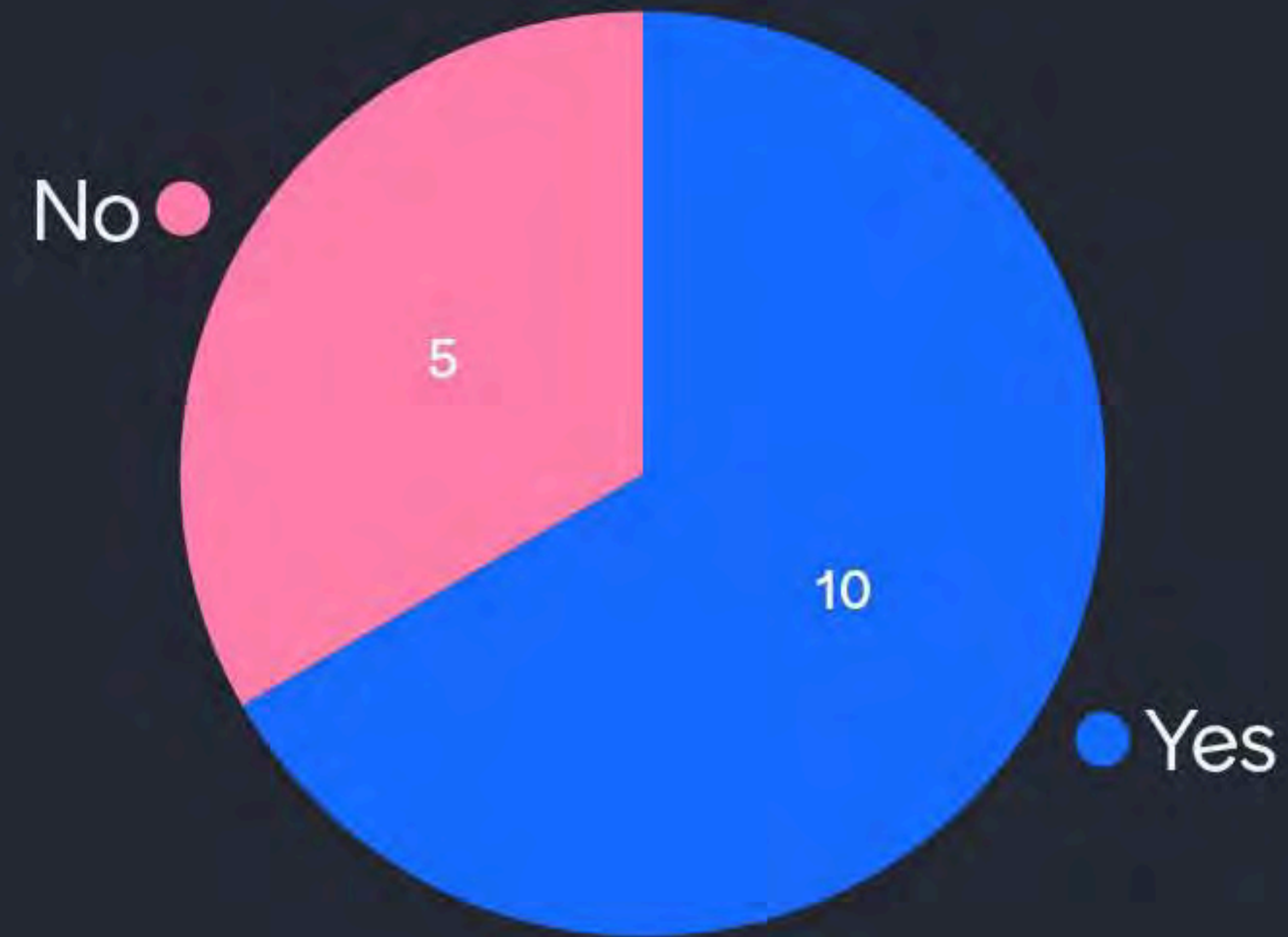
# Agenda

- Why do we need to think about change differently?
- What's the difference between machines and ecosystems?
- Three characteristics of ecosystems
- Nine elements of gardening

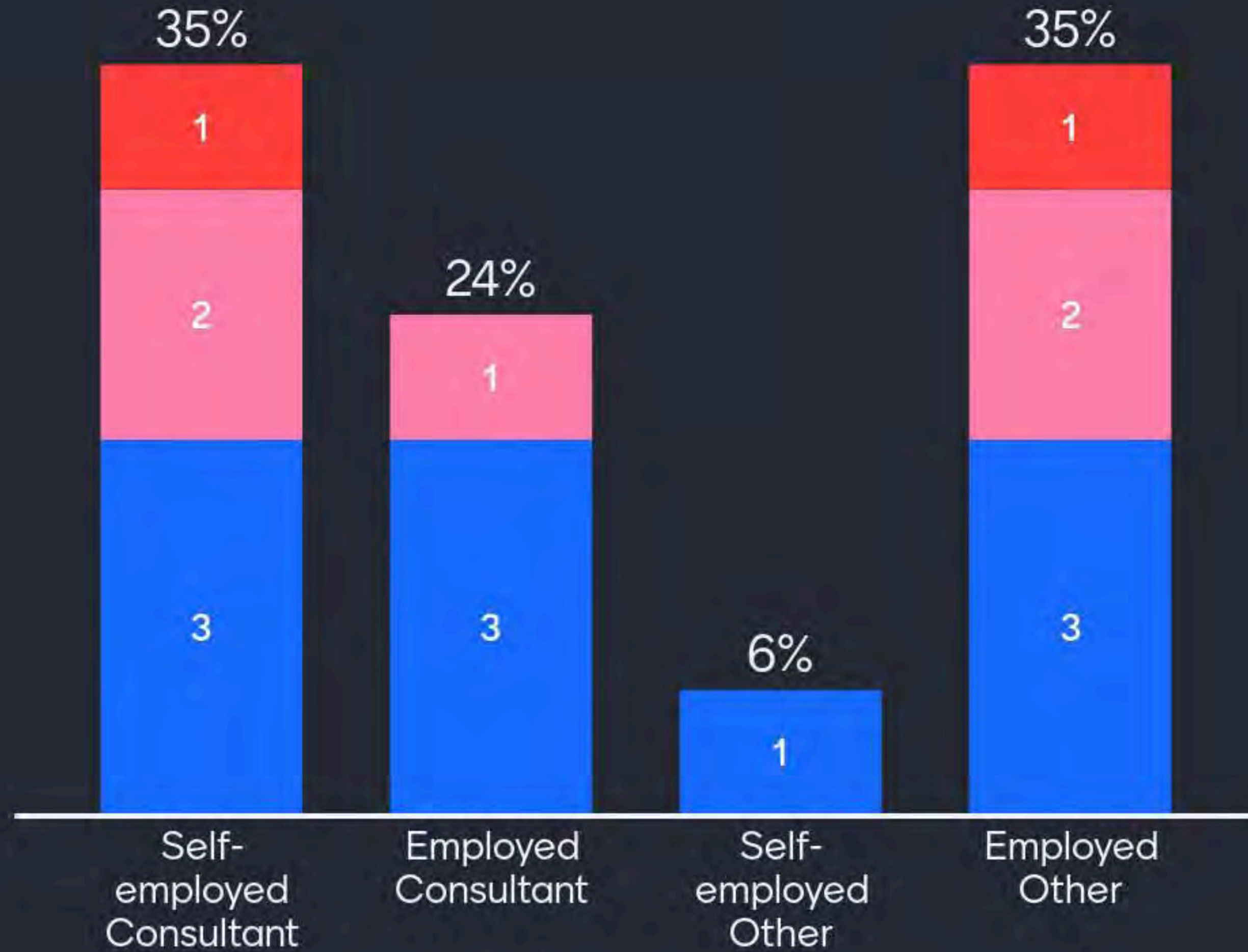




# Are you a BCS Member?



# What your usual role?

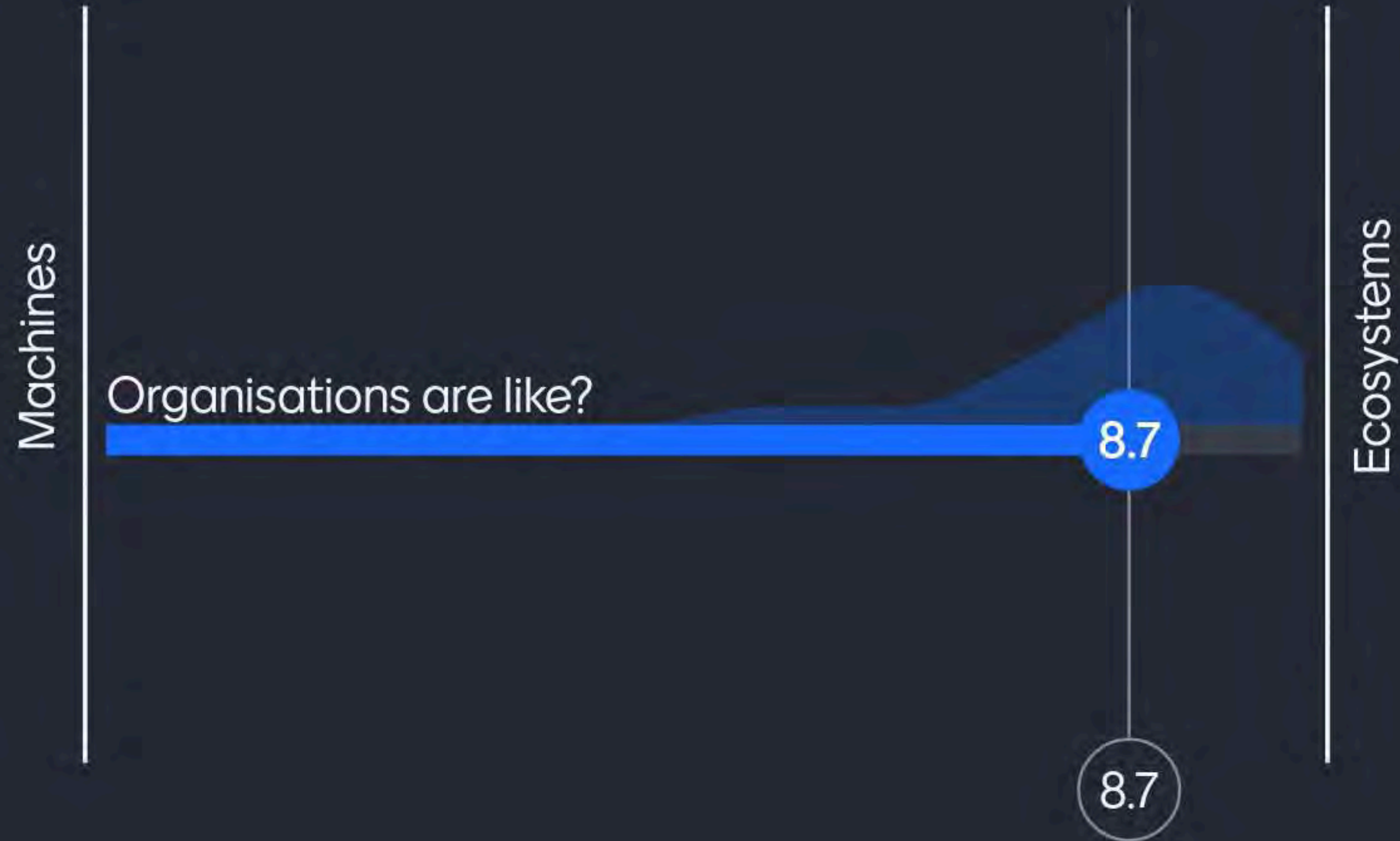


Are you a BCS Member?

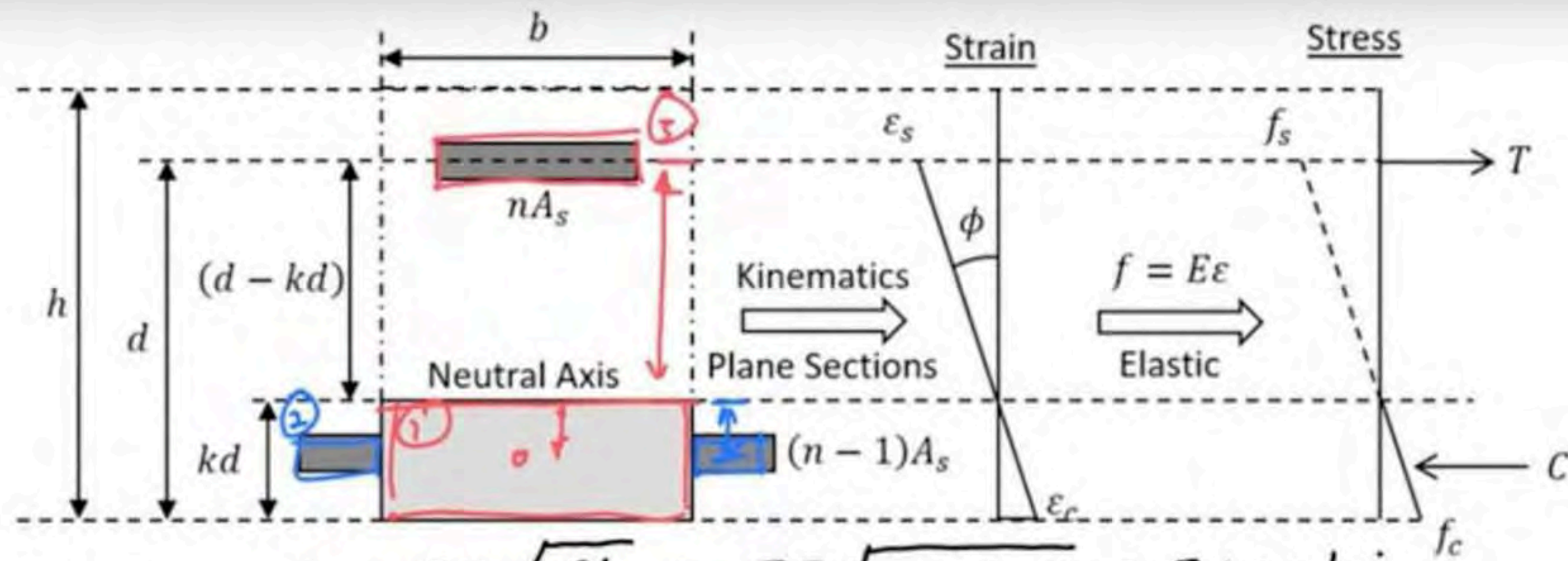
- Yes
- No
- Unknown



# Are organisations more like machines or ecosystems







$$E_c = 57 \sqrt{f'_c} = 57 \sqrt{3000 \text{ psi}} = 3122 \text{ ksi}$$

$$n = \frac{E_s}{E_c} = \frac{29000 \text{ ksi}}{3122 \text{ ksi}} = 9.3$$

$$\textcircled{1} \quad b(kd) \left( \frac{kd}{2} \right) + (n-1)A'_s(kd - d') = \textcircled{3} \quad nA_s(d - kd)$$

$$\frac{14}{2} (kd)^2 + (9.3-1)(3)(0.79 \text{ in}^2)(kd - 2.5") = 9.3(4)(1.56 \text{ in}^2)(18.3" - kd)$$

$$7(kd)^2 + 77.7(kd)$$

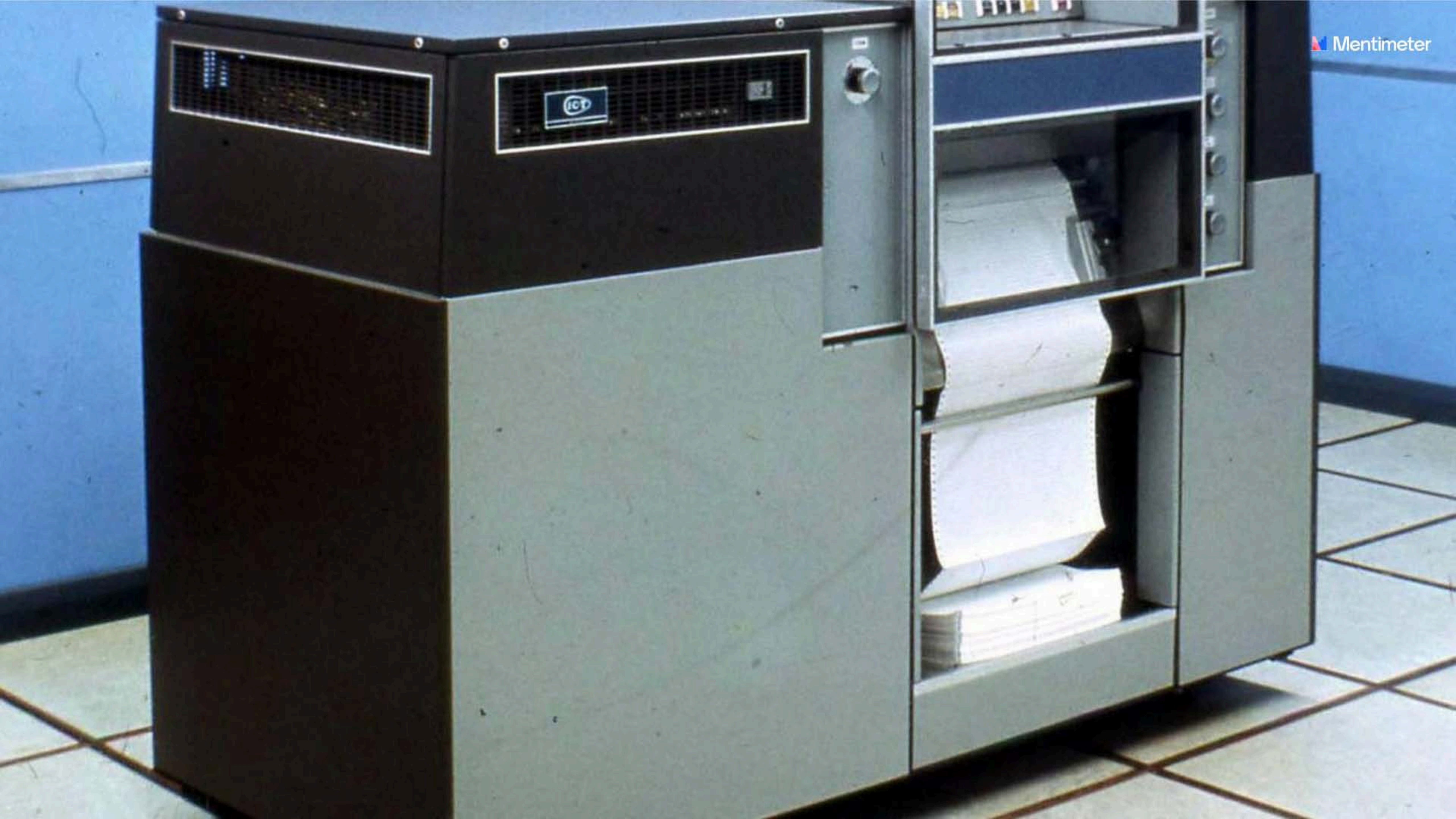




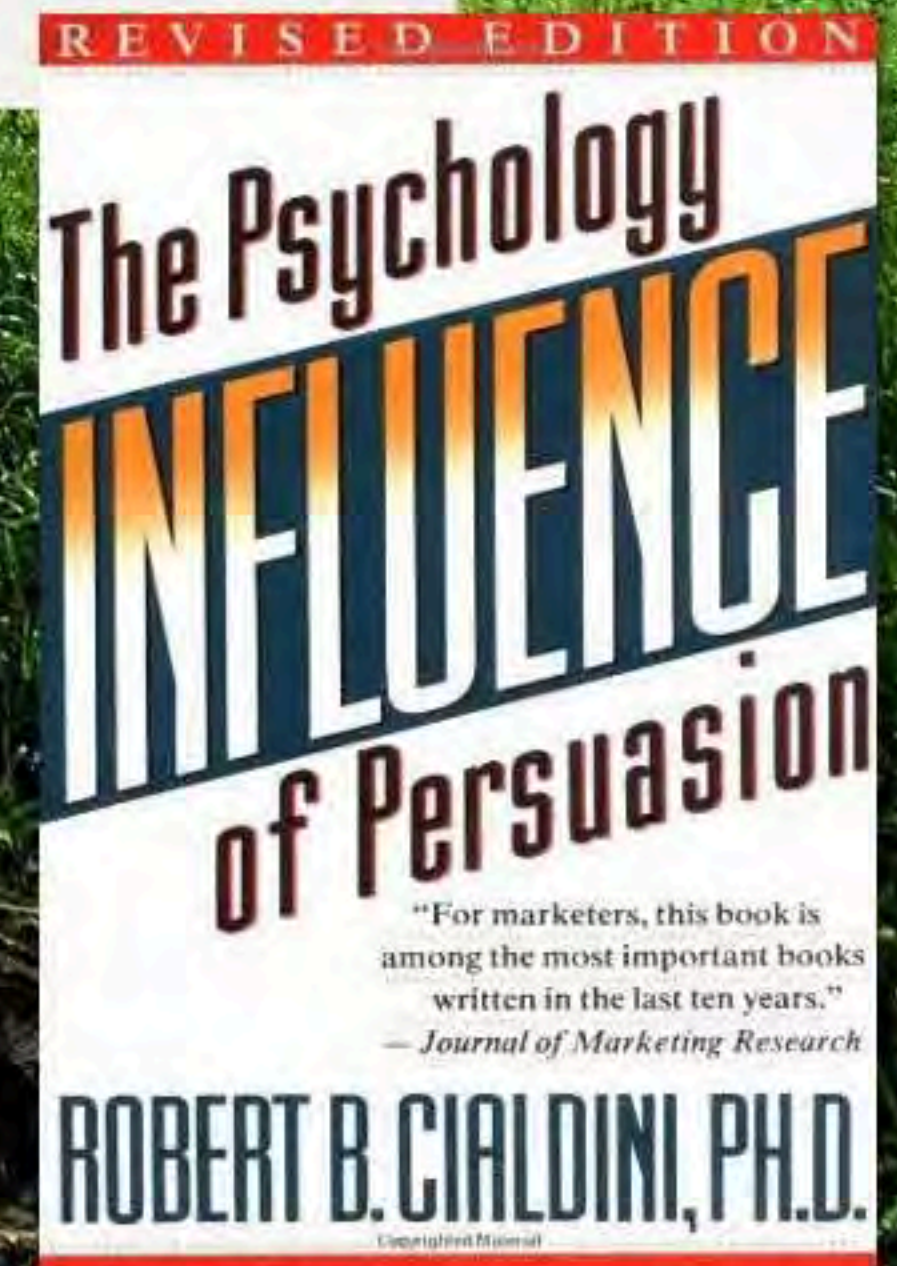
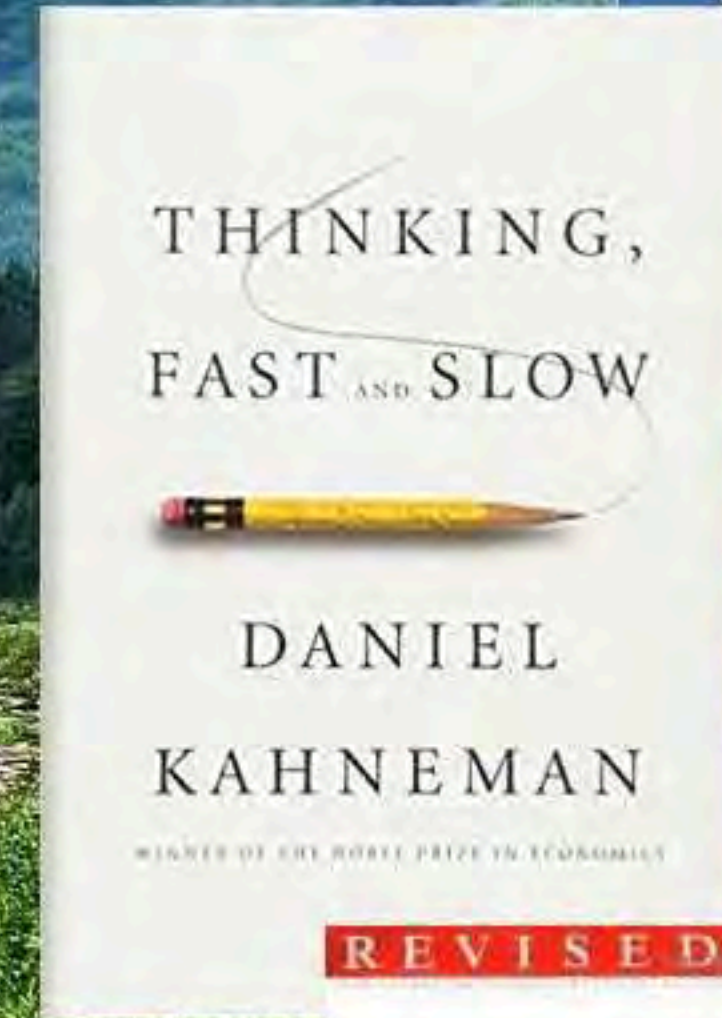
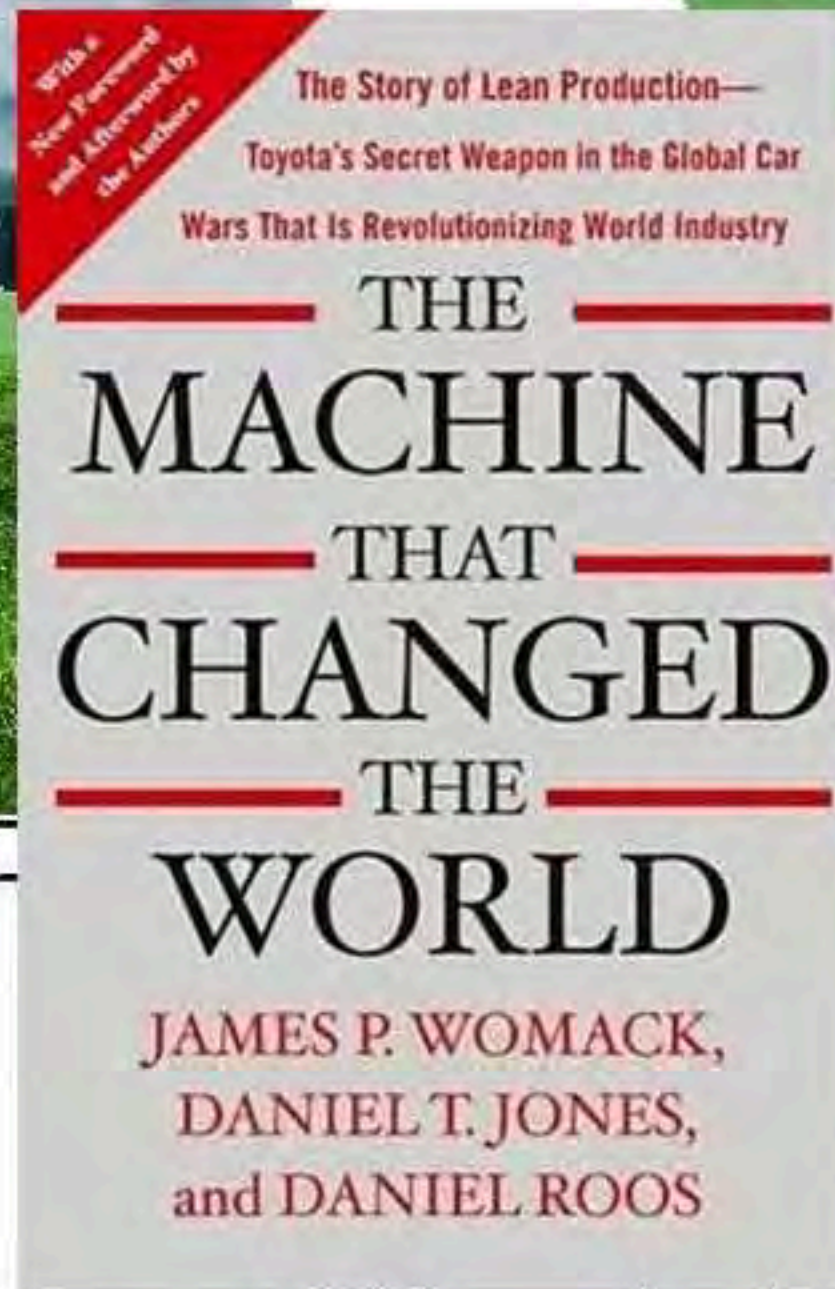
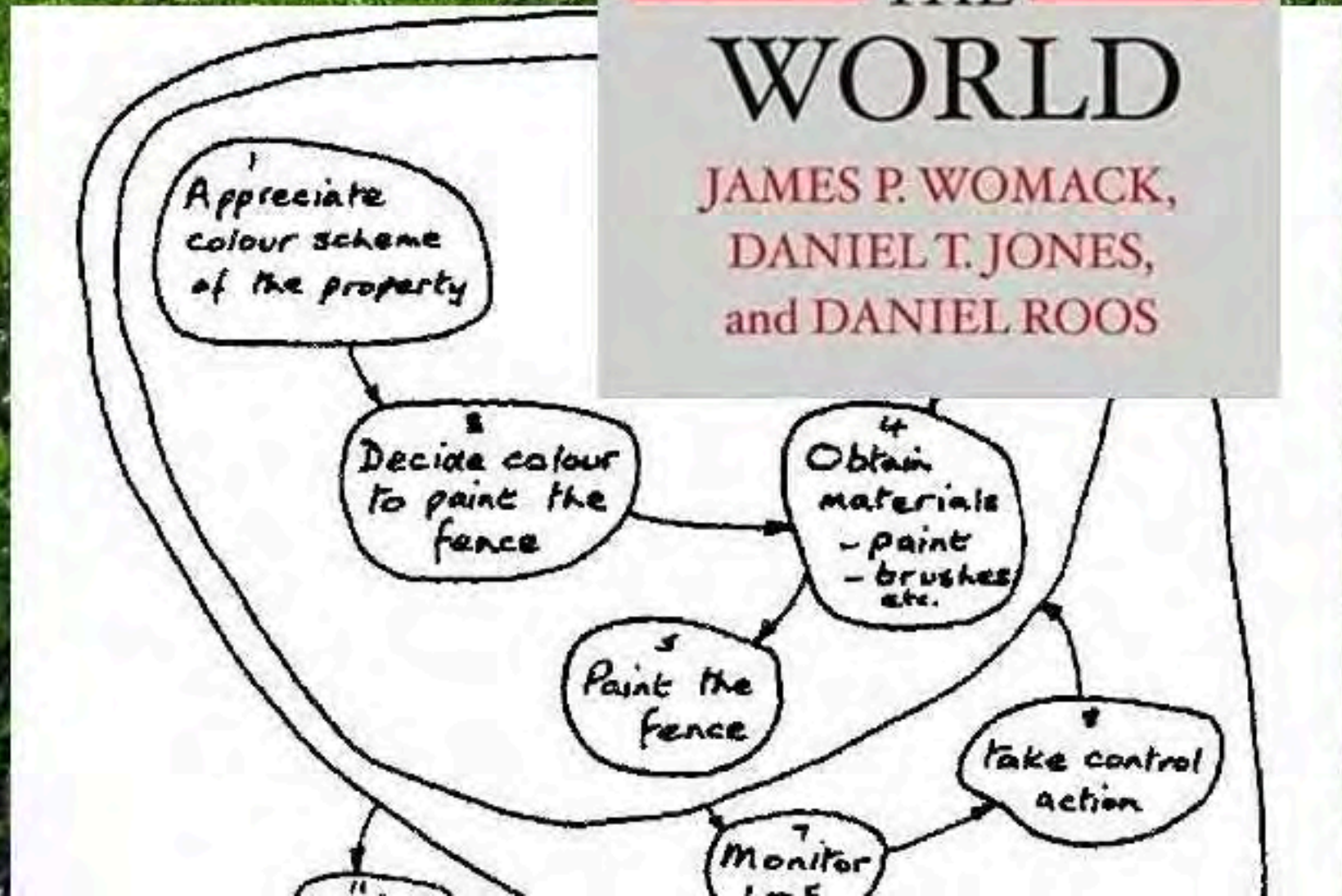












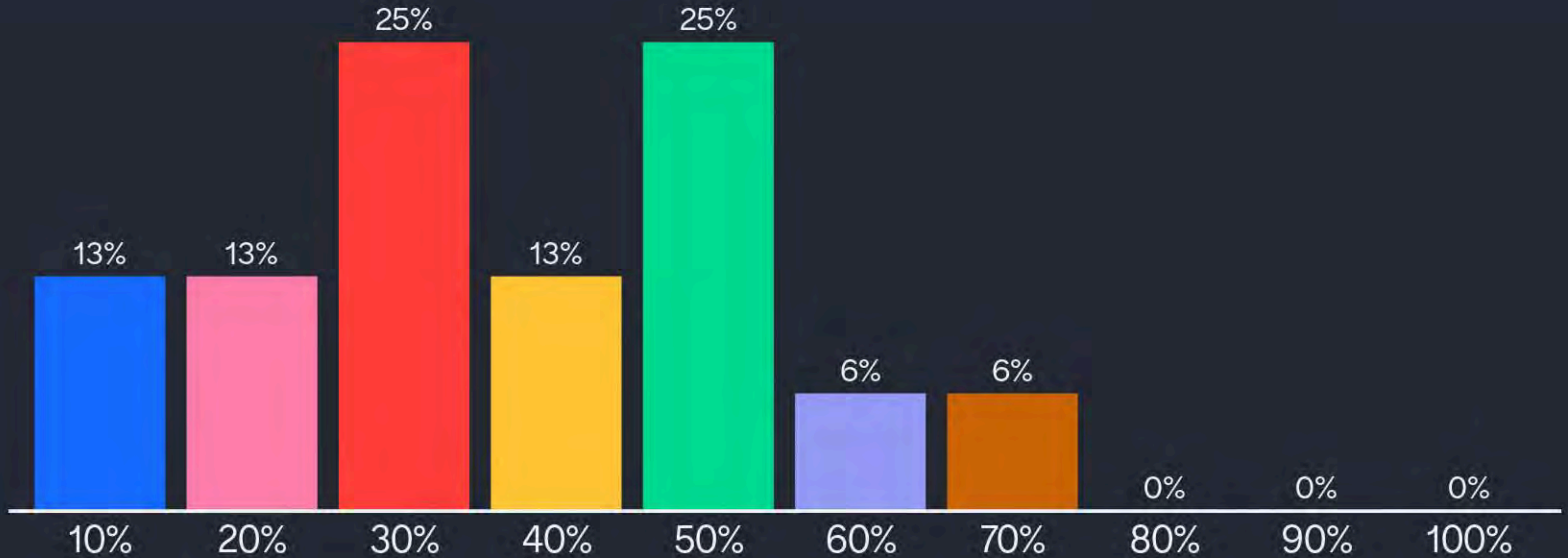


# GARDENERS NOT MECHANICS



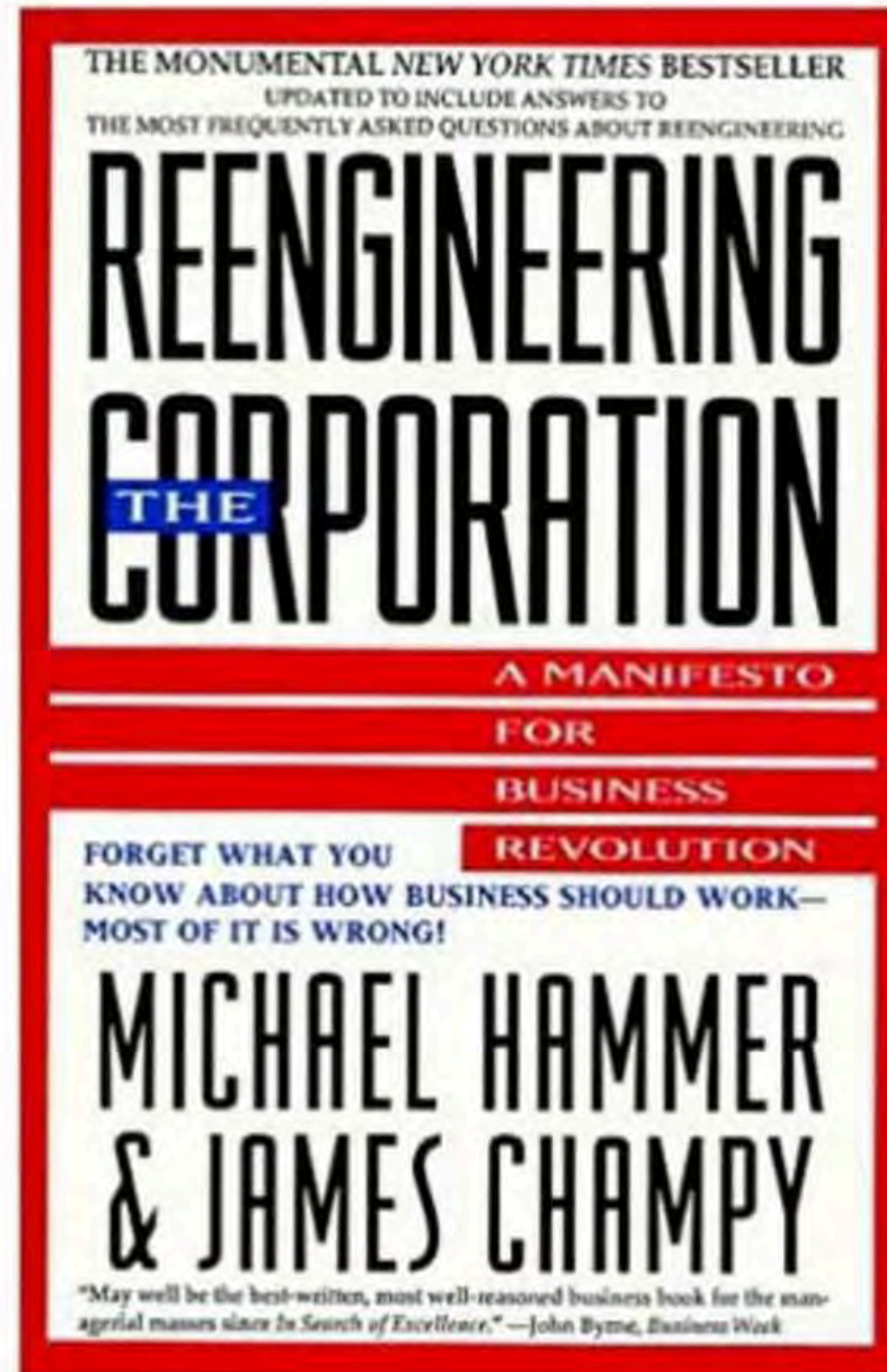


# What proportion of change initiatives succeed?





1993



1995



# Harvard Business Review

[www.hbrreprints.org](http://www.hbrreprints.org)

BEST OF HBR

*Leaders who successfully  
transform businesses do eight  
things right (and they do them  
in the right order).*

## Leading Change Why Transformation Efforts Fail

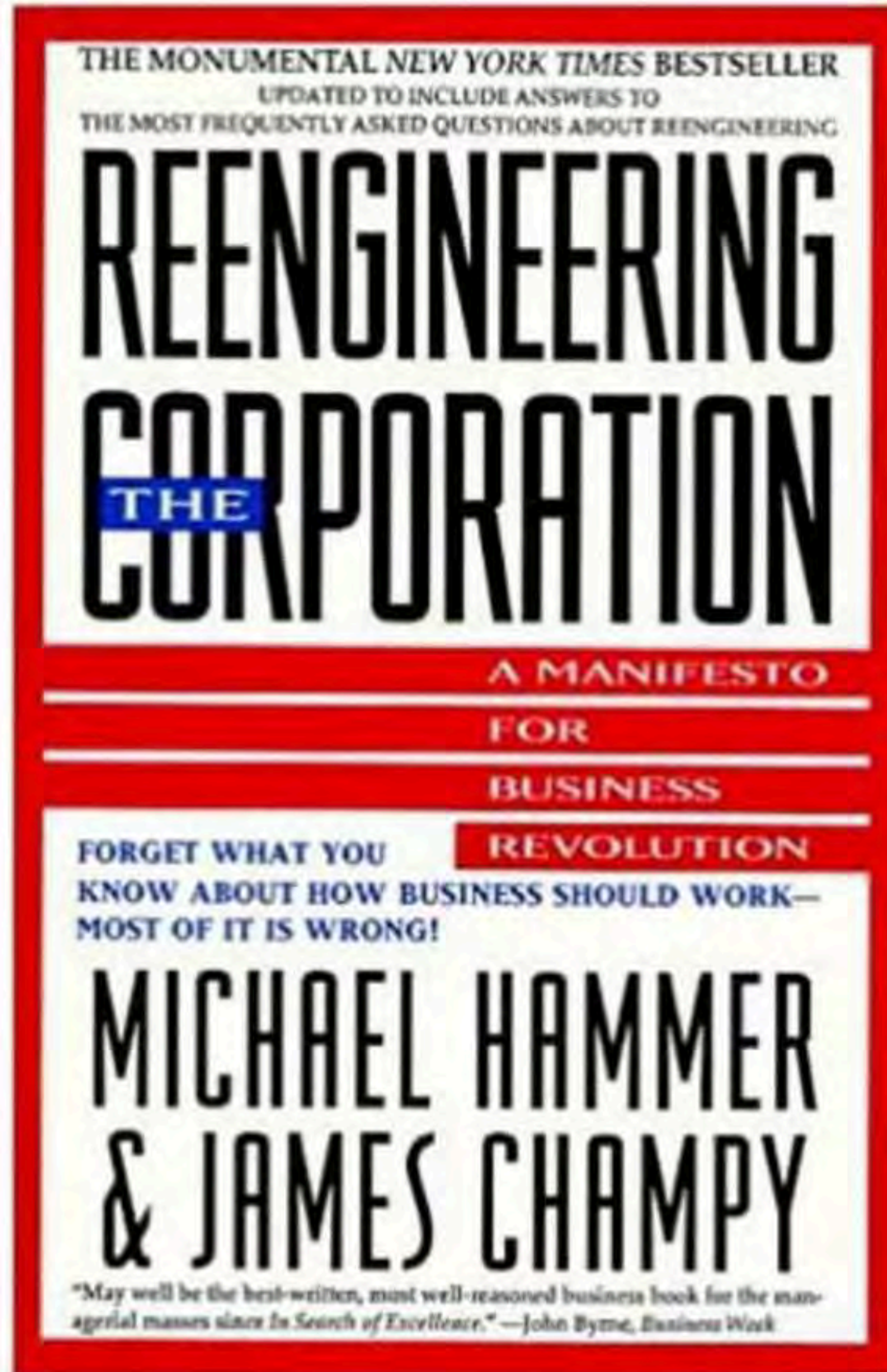
by John P. Kotter

Included with this full-text *Harvard Business Review* article:

- 1 [Article Summary](#)  
The Idea in Brief—the core idea  
The Idea in Practice—putting the idea to work
- 2 [Leading Change: Why Transformation Efforts Fail](#)
- 10 [Further Reading](#)  
A list of related materials, with annotations to guide further exploration of the article's ideas and applications

Reprint [R0701J](#)





*‘Our unscientific estimate is that as many as 50% to 70% of the organisations that undertake a reengineering effort do not achieve the dramatic results they intended.’*



*'I have watched more than 100 companies try to remake themselves into significantly better competitors ... a few of these corporate change efforts have been very successful. A few have been utter failures. Most fall somewhere in between, with a distinct tilt toward the lower end of the scale.'*

---

# Harvard Business Review

[www.hbrreprints.org](http://www.hbrreprints.org)

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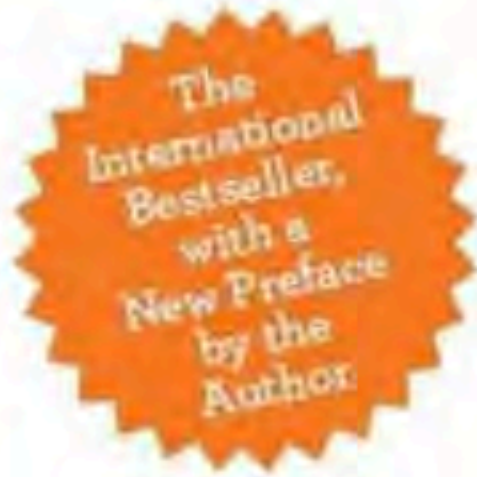
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Reprint [R0701J](#)

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# LEADING CHANGE



JOHN P.  
KOTTER

HARVARD BUSINESS REVIEW PRESS



*'From years of study, I estimate today more than 70% of needed change either fails to be launched, even though some people clearly see the need, fails to be completed, even though some people exhaust themselves trying, or finishes over budget, late and with initial aspirations unmet.'*



1995



**Form a  
guiding  
coalition**

**Establish a  
sense of  
urgency**

**Create a  
Vision**

**Communicate  
the Vision**

**Empower  
others to  
act**

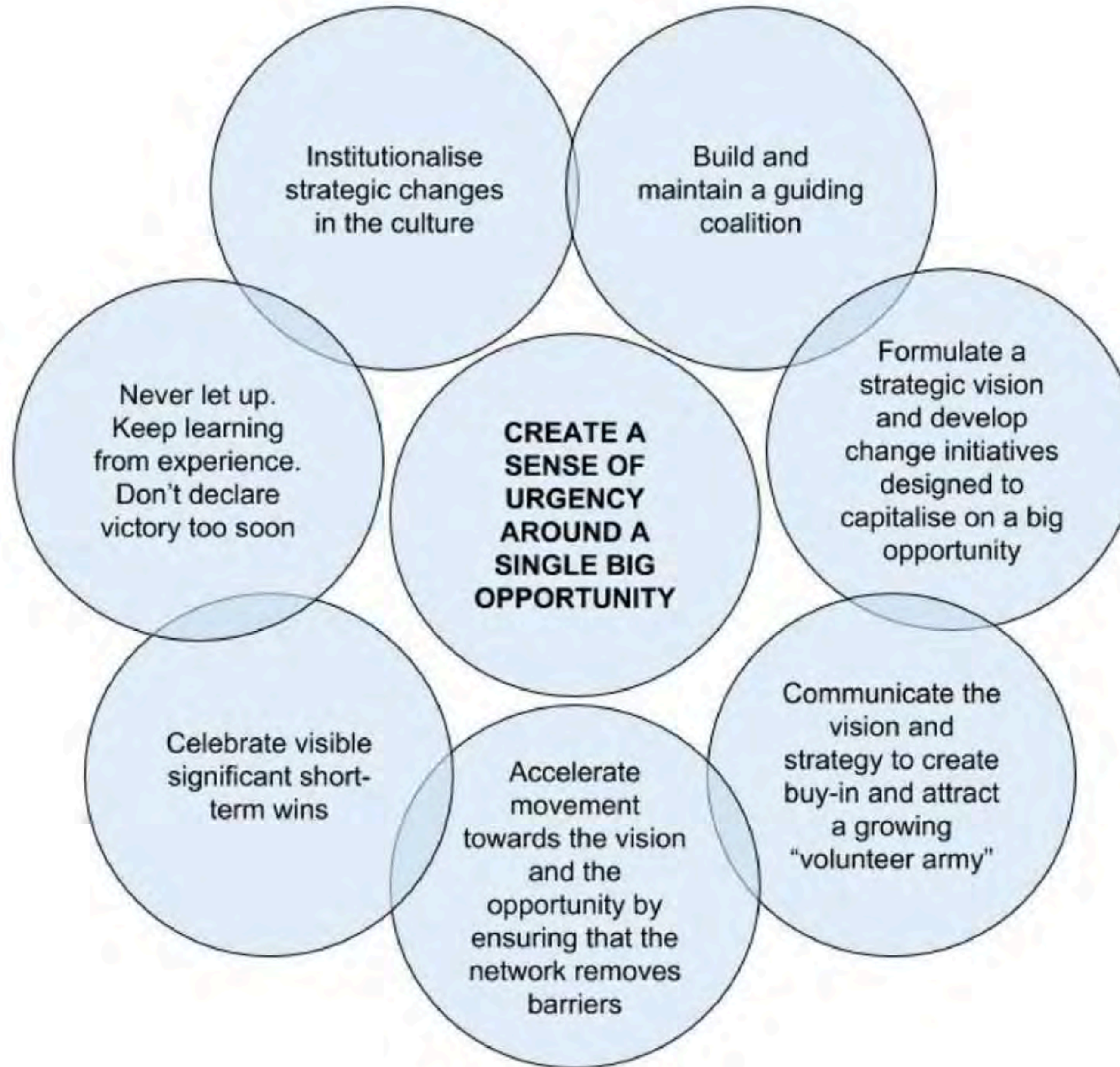
**Plan for &  
create  
short-term  
wins**

**Institutionalize  
new  
approaches**

**Consolidate  
improvements**



# 2012





# IT Projects

## Standish - 70,000 + projects - 2010

- 24% cancelled
- 44% late/overbudget
- 32% met expectations

## BCS – 214 projects - 2008

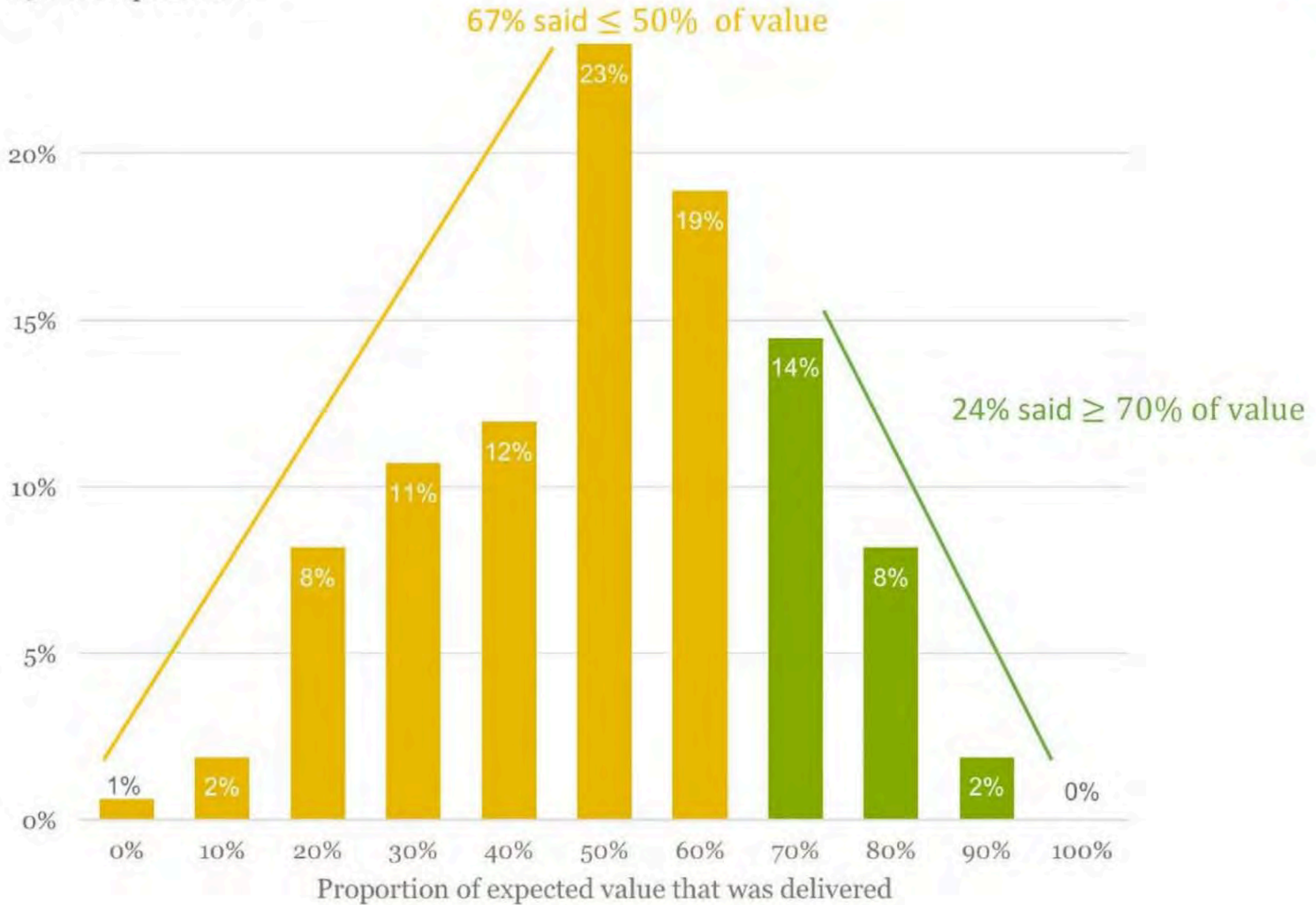
- 44% on time and budget
- 24% cancelled
- 24% overran budget by 70% or more

## Said Business School – 1,471 projects- 2011

- Average overrun 27%
- 16% of projects overrun by 200% or more



25% of respondents























*“Johnson was on to something that is only now becoming apparent. Had he rolled out the changes in test markets to give customers time to acclimate to his new ideas, instead of launching them nationally all at once, he’d have had time to see which were more appropriate for the store and which were maybe too radical. Now, his ideas are being tested by other retailers who are being lauded as innovators.”*

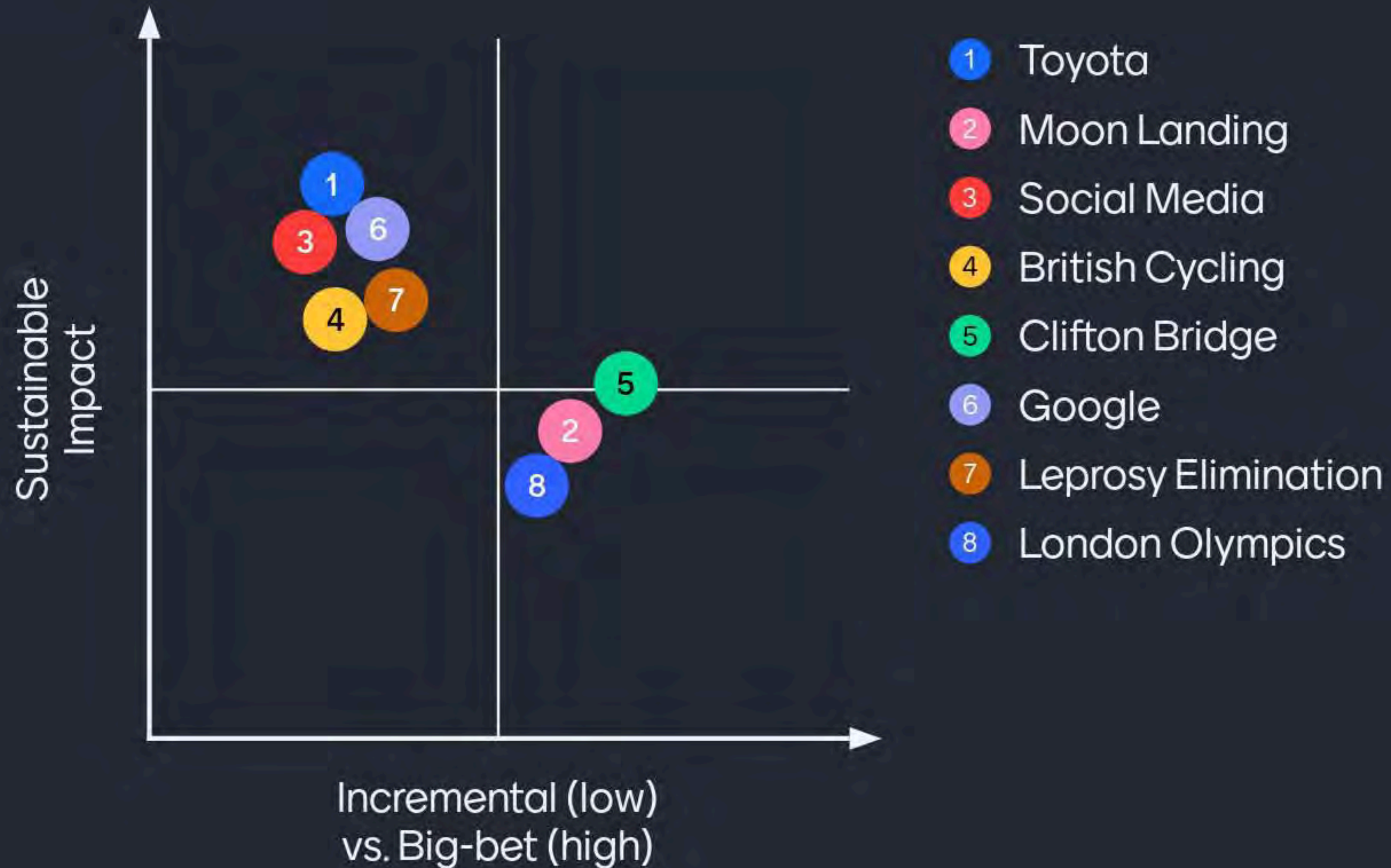
Motley fool – January 2019







# Sustainable change?





A portrait of Justine Roberts, a woman with shoulder-length blonde hair and blue eyes, wearing a black top. She is looking directly at the camera with a slight smile. The background is a light blue wall with a large, dark blue banner that says "mumsnet" in white lowercase letters.

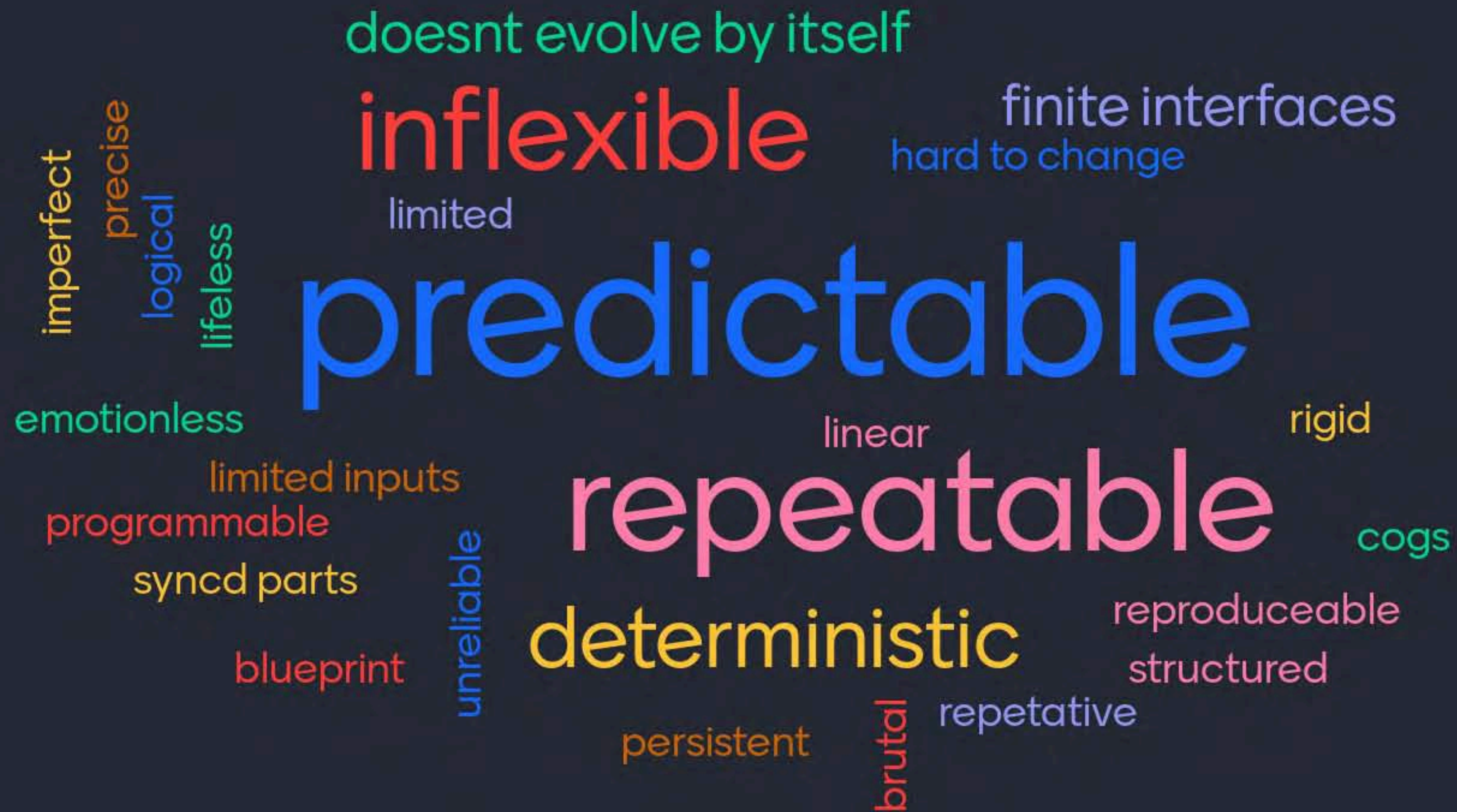
*“And I thought, how did that happen, it was clearly my fault, right? I hadn’t communicated that, so I’m going to have to work out how I change my job to deal with that.”*

*Justine Roberts - Mumsnet*





# Characteristics of a machine?



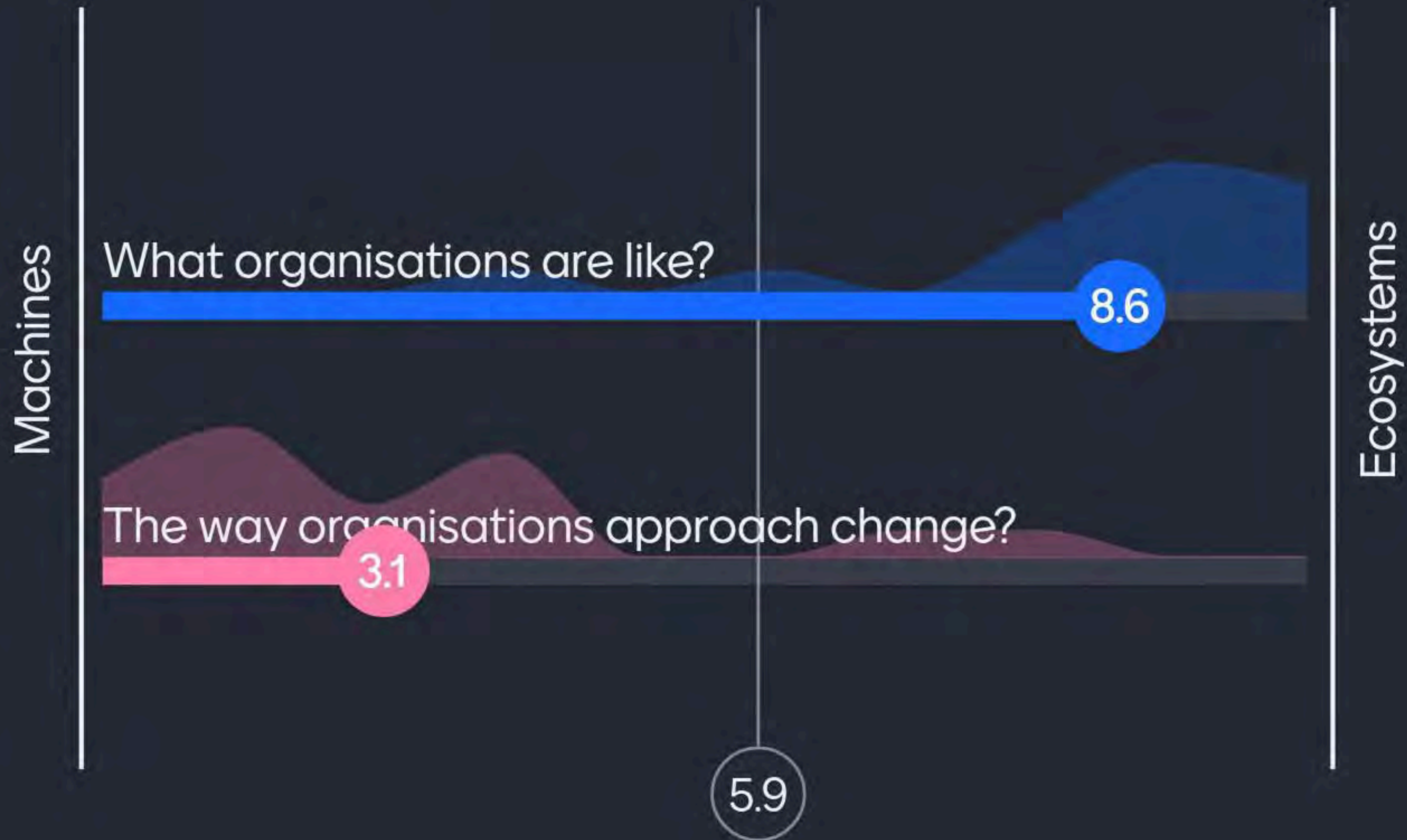


# Characteristics of an ecosystem?





# Machines or Ecosystems





30% of respondents

25%

20%

15%

10%

5%

0%

1

2

3

4

5

6

7

8

9

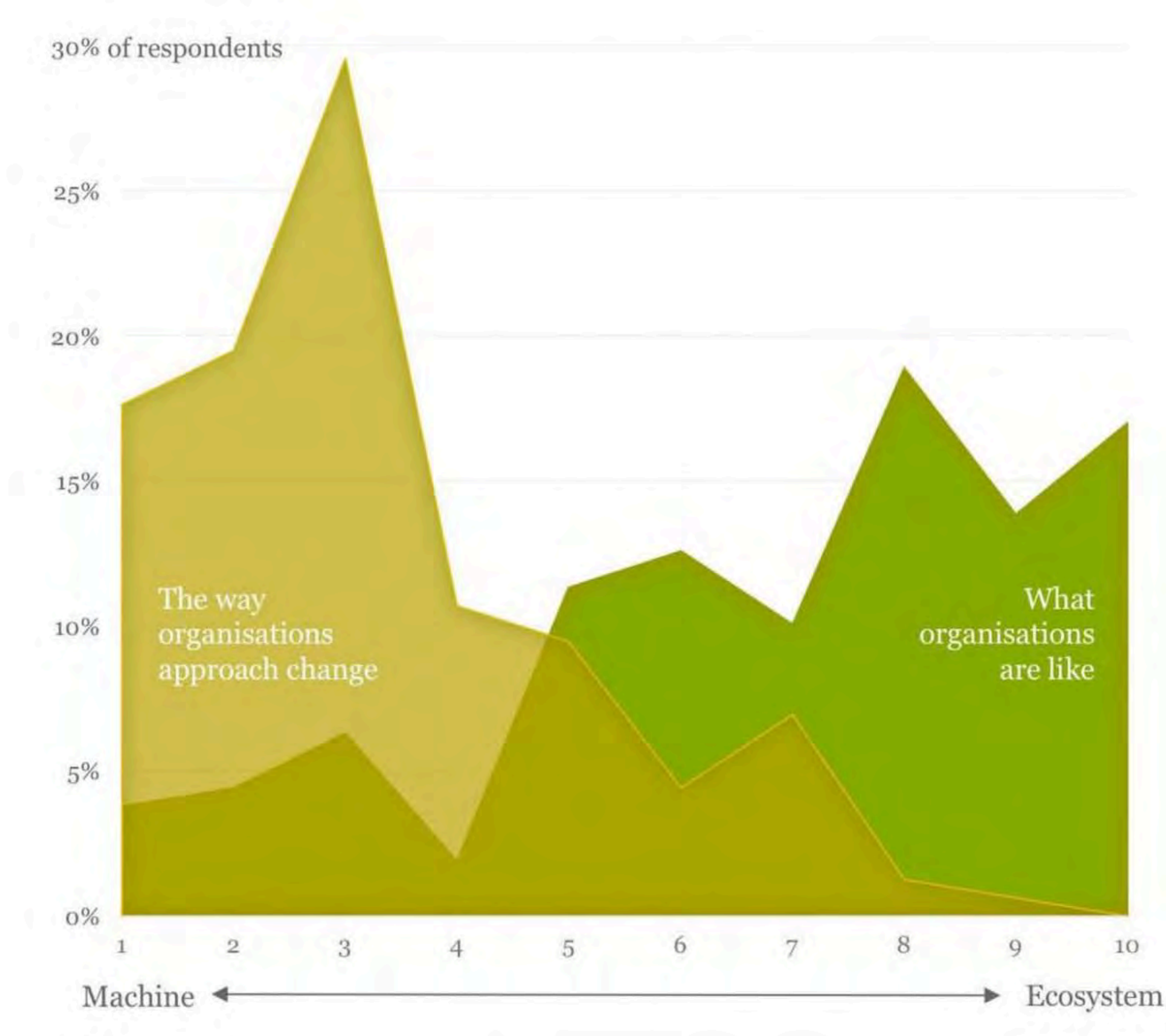
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Machine

Ecosystem

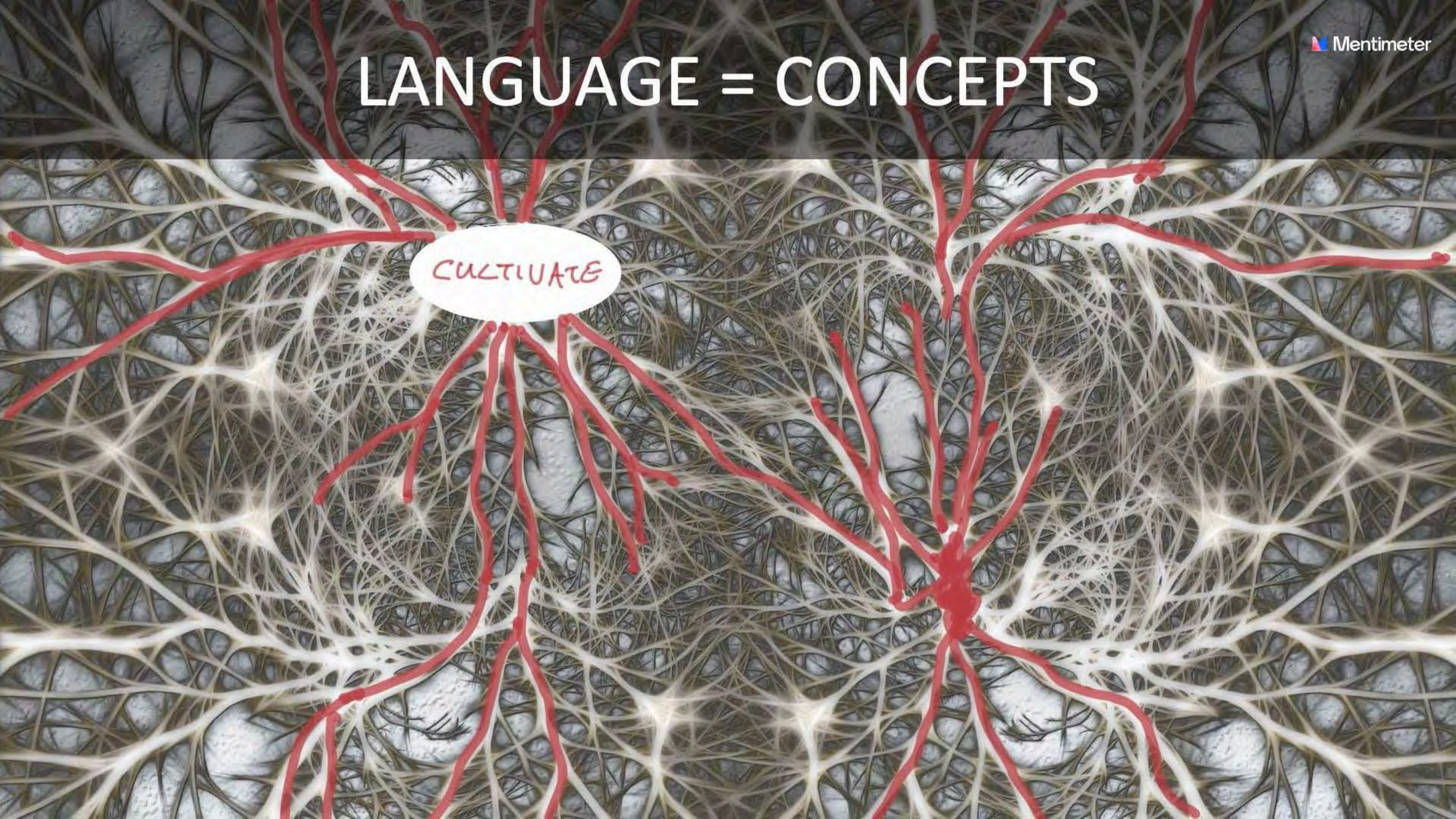
The way  
organisations  
approach change

What  
organisations  
are like





# LANGUAGE = CONCEPTS





# What does it mean to cultivate change?

Gain user acceptance so change becomes the norm

To tend, to shake, to grow, to care for

slow growth resulting from attention & care

Allowing entities - people, organisations - to change at their own rate

foster adoption

Investing in relationships.

Bottom up change

Change the mindset of people in organization.

Focus on understanding the culture of the people doing the work; then start nudging the constraints.



# What does it mean to cultivate change?

Incremental approach, influencing without authority

sowing seeds, creating the "right" environment, encouraging right behaviours

Provide an environment where change is encouraged and developed

Create the culture and impetus for the organisation to change

Planting seeds and watering and nurturing with warmth and caring and growing the future you wanted to see.

clear alignment and autonomy with constant support

fast feedback and action

Reviewing the impact of the change.

Nuturing the change into existence, pruning as required and picking the fruits at the right time.



# What does it mean to cultivate change?

Positive reinforcement of desired behaviours to move the system towards the desired new state (positive tropism).  
Conversely, negative reinforcement of undesirable behaviours.

open and honest environment

environment of high trust

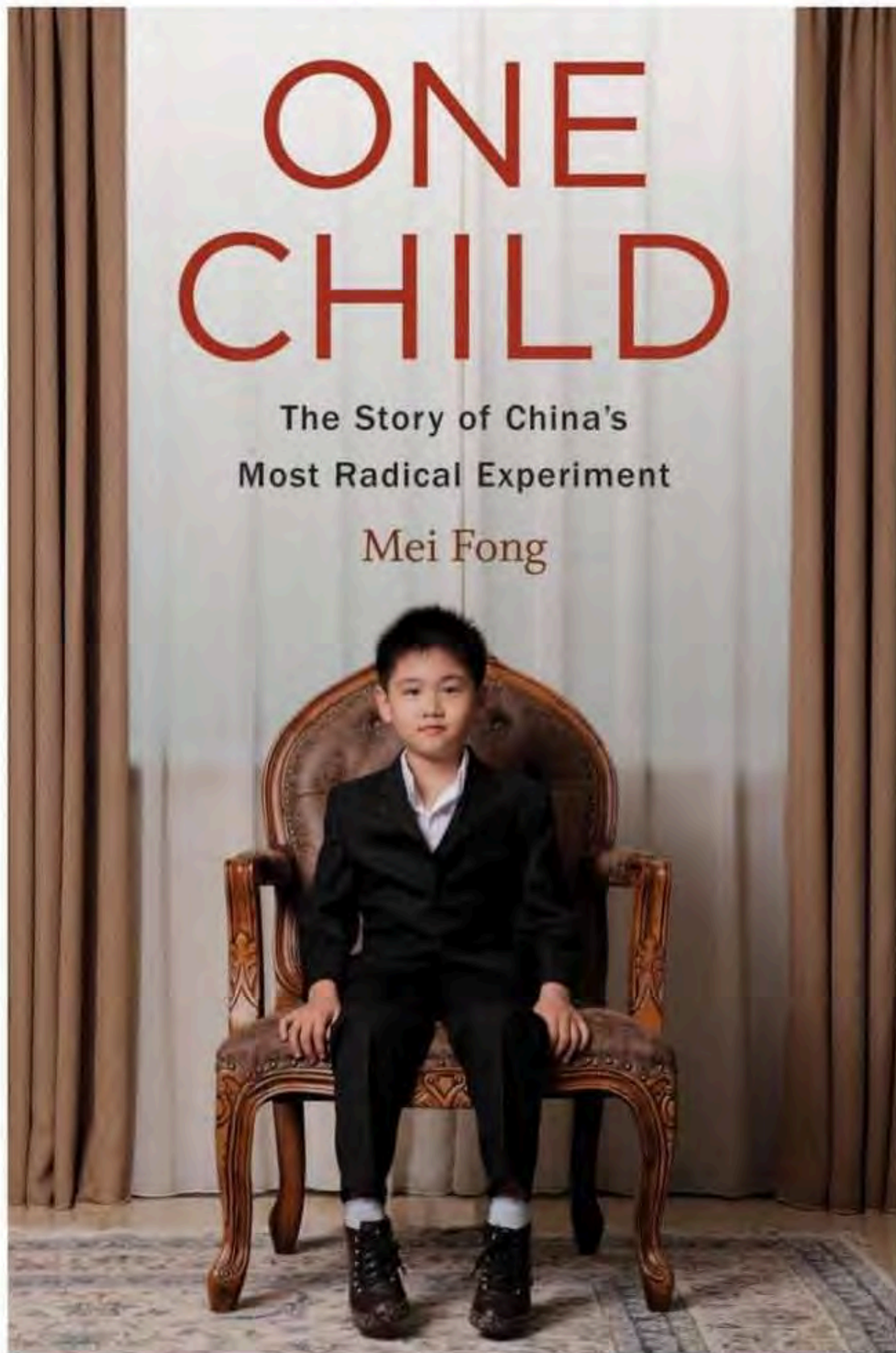
strong adherence to beliefs, values and behaviours



# UNPREDICTABILITY







*'The whole policy was drafted by missile scientists. It was based around mechanical systems, where you set a target then adjust accordingly. Women's bodies were treated like engines; you set inputs and expect to get a certain output.'*

*The architect of the whole (one-child) project acknowledged many years ago that an ageing population could eventually lead to problems, but just said "that can be adjusted". As if women's bodies can just be treated like levers, moved up and down.'*





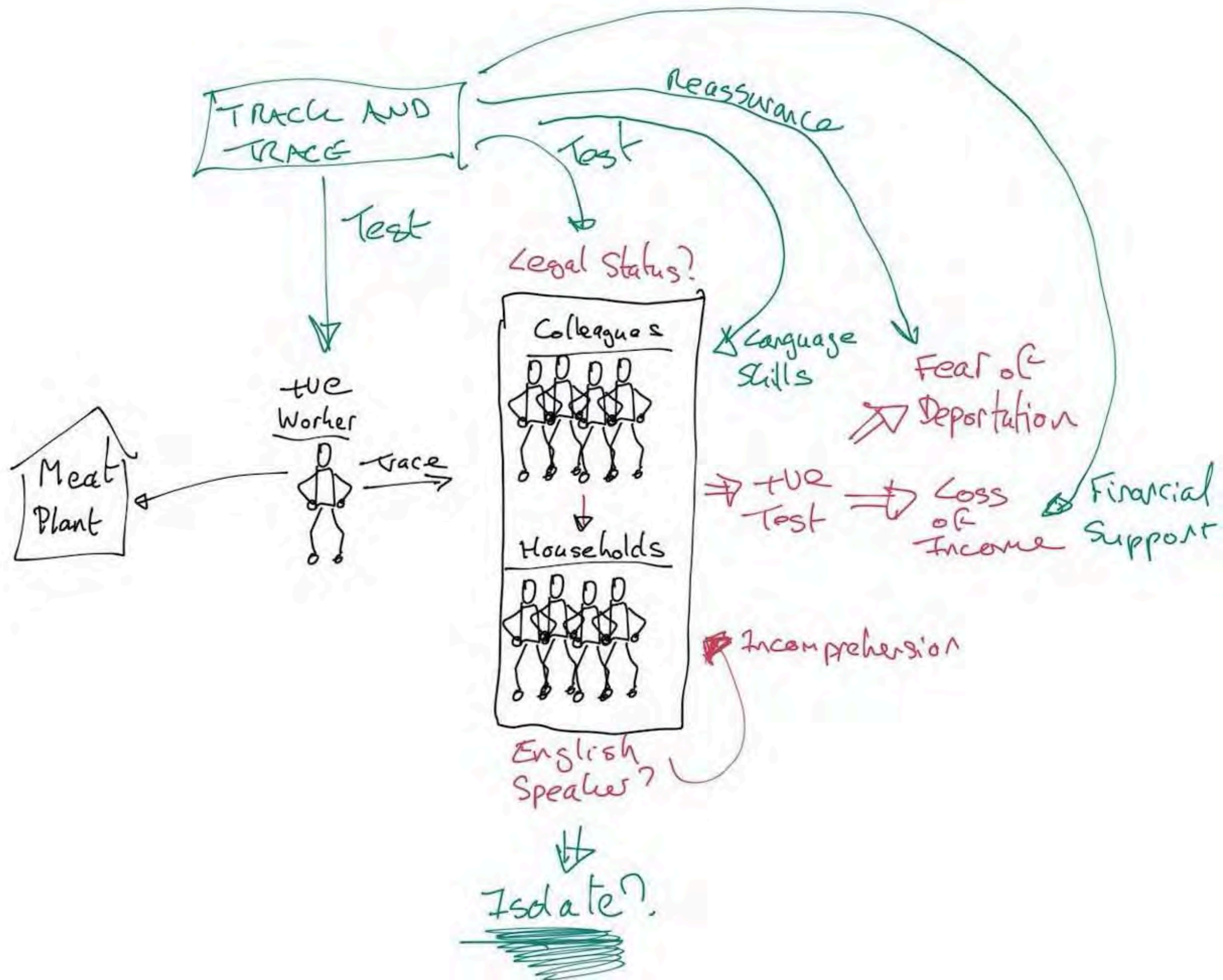
The same  
doctor came  
to a different  
severity  
judgement  
40% of the  
time.



# INTERDEPENDENCE







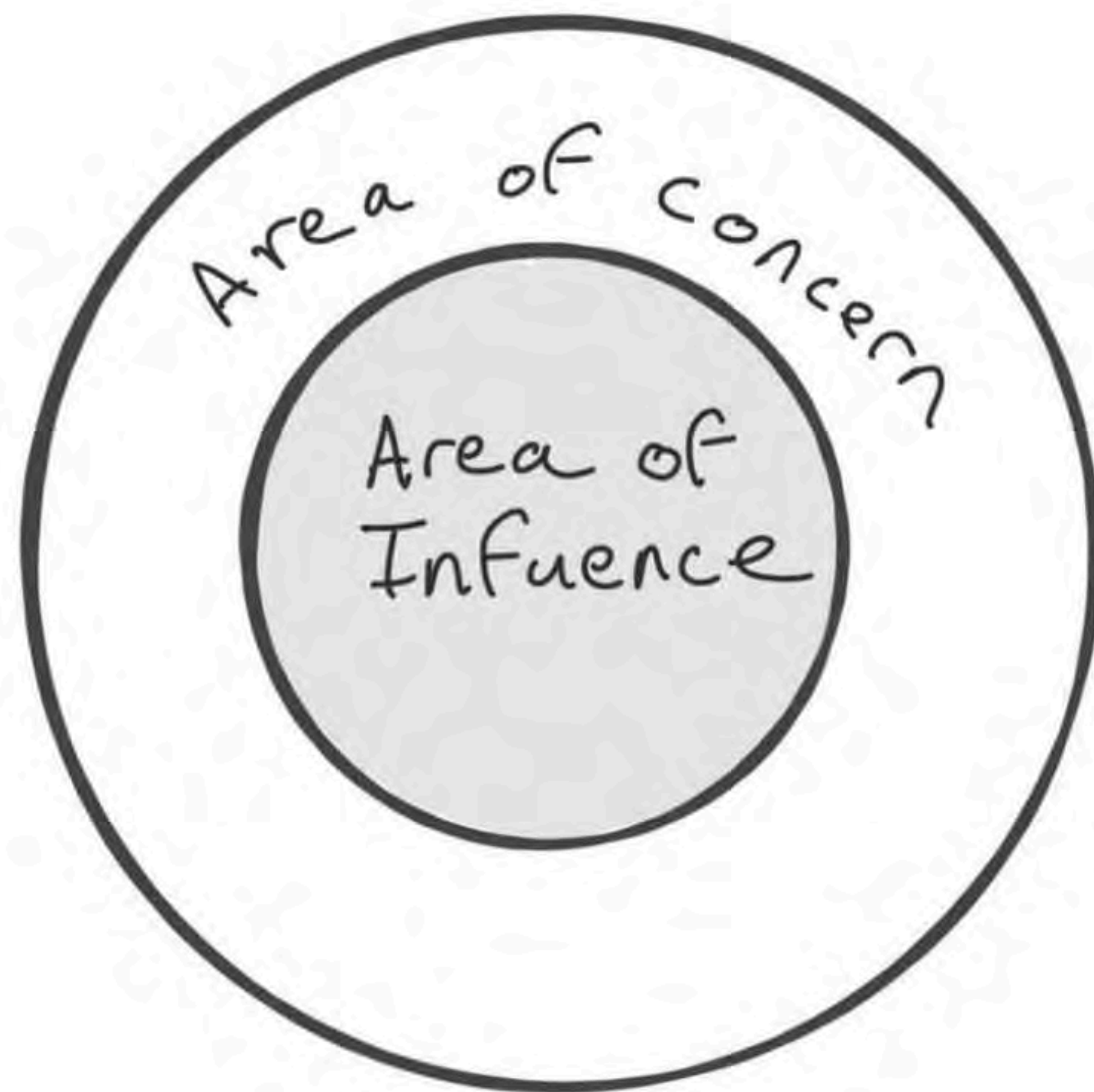
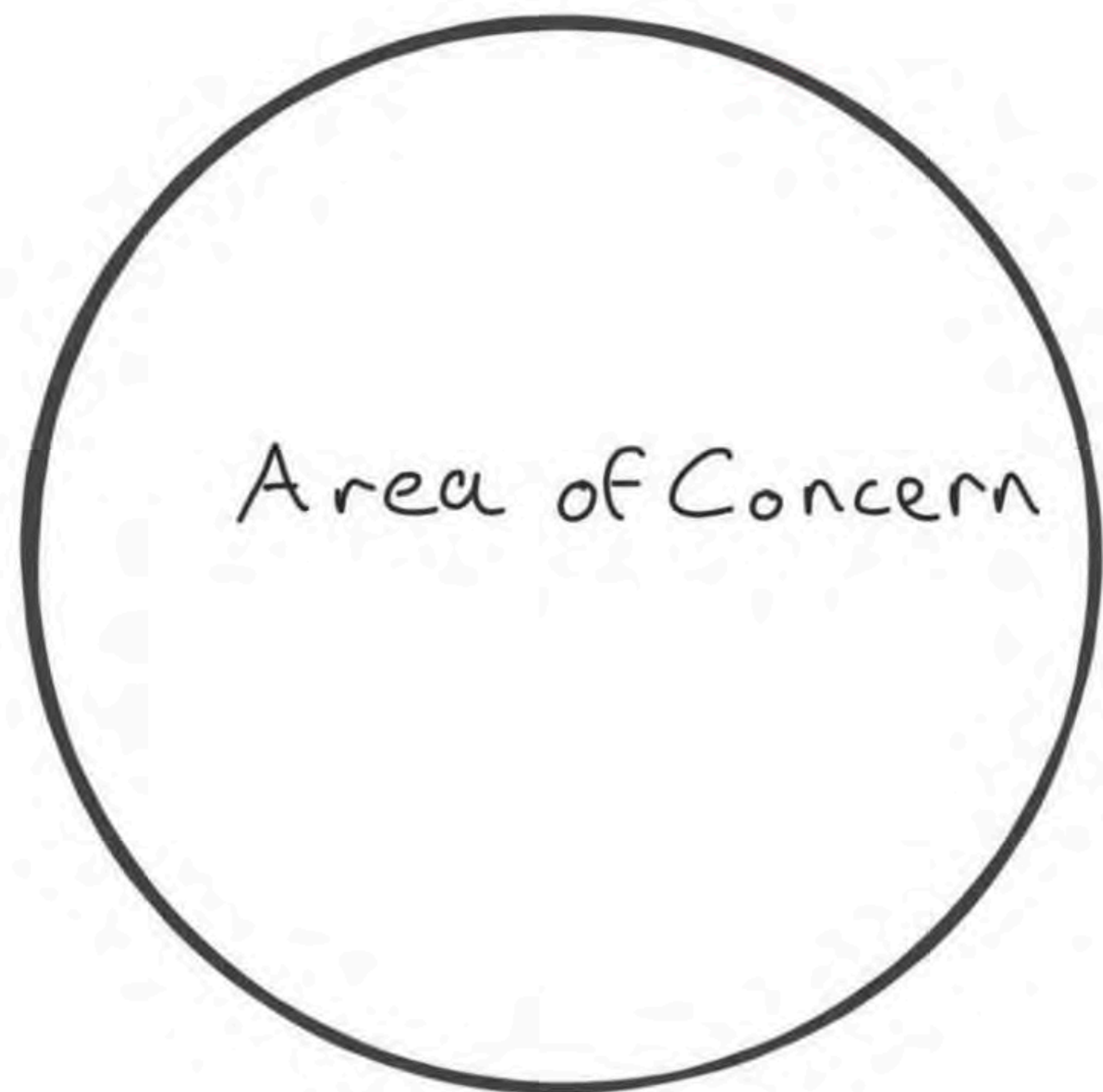


# LIMITS OF CONTROL





No Concern





# ECOSYSTEM CHARACTERISTICS

- Unpredictability
- Interdependence
- Limits of Control

[gardenersnotmechanics.com/book](http://gardenersnotmechanics.com/book)







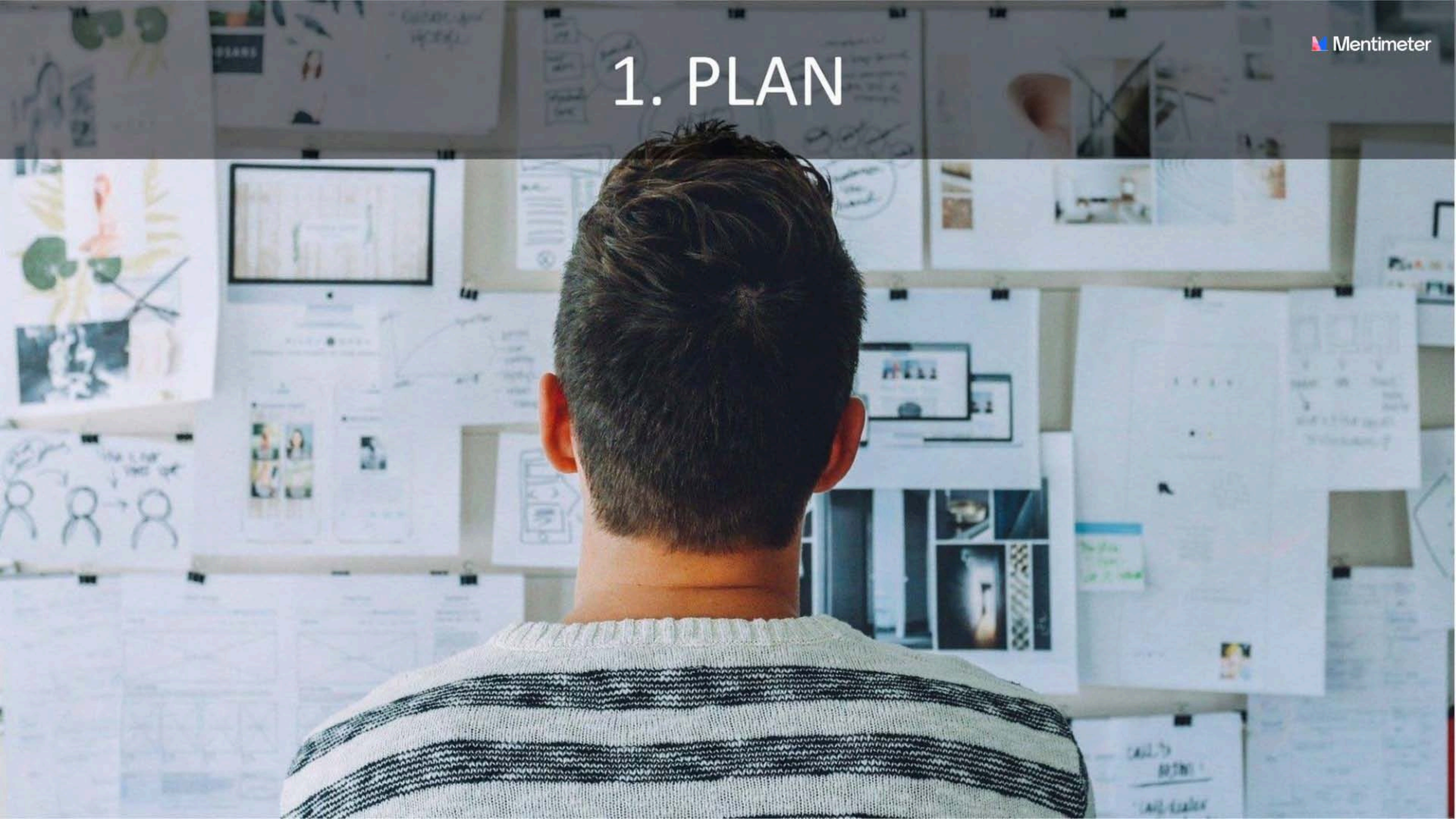


# THE NINE ELEMENTS OF GARDENING





# 1. PLAN





## 2. PREPARE THE SOIL





# 3. PLANT





# 4. PRUNE





# 5. WEED





# 6. WATER





# 7. STAKE





# 8. ENSURE GOOD HEALTH





# 9. ENJOY YOUR HARVEST





# ELEMENTS OF GARDENING

1. Plan
2. Prepare the Soil
3. Plant
4. Prune
5. Weed
6. Water
7. Stake
8. Ensure Good Health
9. Enjoy Your Harvest





# Reflections on elements?







**Ultimate selling guide**  
How to get the best price for your home



## Growing fears over virus as tests begin in Britain

● More than a dozen screenings ● Hundreds of cases worldwide ● UK illnesses 'increasingly likely'

Chris Smith, William Editor  
Richard Lloyd Parry Asia Editor  
Kieran Andrews, Helen Puttick

More than a dozen people in Britain have been tested for a deadly virus sweeping out of China, with the NHS under orders to question everyone with flu-like symptoms in an attempt to stop its spread.

Matt Hancock, the health secretary, has warned it is likely that cases of coronavirus will be seen in Britain as part of a "rapidly developing" global outbreak in which more than 20 million people have been quarantined.

In China there have already been more than 60 confirmed cases and 18 deaths linked to the new virus, which is thought to have originated in snakes. There have been reports of cases in Vietnam, Thailand, Singapore, Japan, South Korea, Taiwan and the US.

The World Health Organisation said last night that cases in other countries were likely, as its experts were divided over whether to declare a global emergency. Tedros Adhanom, Ghebreyesus, its director-general, said that a quarter of those infected had become severely ill and most of the dead had underlying health problems.

"We know that this virus can cause severe disease, and that it can kill, although for most people it causes milder symptoms," he said. "We don't know the source of this virus, we don't understand how easily it spreads and we don't



in Wuhan, China, where the virus is said to have originated, have been stopped



Despite this, flights from the area were being allowed into Britain as recently as Wednesday night, with passengers reporting that they had not been subjected to screening and were simply given leaflets from Public Health England.

Flights from the city have now been suspended.

Downing Street is said to be monitoring the outbreak carefully, as health chiefs fear it is only a matter of time before a case is confirmed in Britain.

Health England has ruled out the virus in five patients suspected of having it, but tests on nine others were continuing yesterday.

Further samples were arriving overnight as the NHS was put on high alert. The Scottish government confirmed

that another five people who had become ill since travelling to Wuhan were tested for the virus on a "precautionary basis". None had tested positive.

Financial markets fell around the world as concerns grew about the

HS2 running a decade late and with total cost unknown

Graham Fulton Transport Correspondent

HS2 is running ten years behind schedule and it is impossible to know how much it will ultimately cost, parliament's spending watchdog has found.

The National Audit Office said that the first phase of the high-speed rail project might not open in full until 2036, a decade later than planned. It said that there was a risk of an even longer delay unless building work started within the next two months.

Its report, published today, also condemned the soaring costs. The original budget of £32.7 billion was raised to £56 billion then rose to £68 billion last year. There are fears that this could increase further, mainly because of the big north of Birmingham project to be fully developed. Figures taken from an independent review this week, however, put the cost at £100 billion.

The new 130-mile line from London, Birmingham, Manchester and Leeds was approved by Labour more than a decade ago and is designed to create new north-south rail capacity.

Boris Johnson, who has promised to repay northern voters who may vote for his party in a decision on whether to build the line, said his party would support the project if it is the best way to improve infrastructure in the north and the watchdog's report will further increase tensions.

The report said that the full phase of HS2 could cost more than £100 billion for the economy. The Department for Transport estimates that it could provide 80p of benefits for every £1 spent.

The watchdog accused the department and HS2 Ltd, the government-owned company behind the project, of widely underestimating the complexity of the scheme and drawing up "optimistic" budget estimates.

Richard Wellings, head of transport at the Institute of Economic Affairs, said: "The government is pouring billions into this supposedly vital transport project and risk a current HS2 budget could be £100 billion or more."

HS2 Ltd said that ministers "do not cost estimate" the project. HS2 on track to waste cash, p. Alistair Osborne, page 7



## Why do these lesser rent-a-royals always want more? JAN MOIR

SEE PAGES 36-37

## Seven suspected cases in UK ++ Universities on alert ++ 20million locked down in Chinese cities

# IS THE KILLER VIRUS HERE?



Taking no chances on the streets



# ELEMENTS OF GARDENING

1. Plan
2. Prepare the Soil
3. Plant
4. Prune
5. Weed
6. Water
7. Stake
8. Ensure Good Health
9. Enjoy Your Harvest





# 1. PLAN





THE SUNDAY TIMES

THE TIMES

Thursday March 19 2020 | thetimes.co.uk | No 7311

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# Exams cancelled after virus forces schools to shut down

● First nationwide closure in history ● Emergency grades to replace tests ● Deaths across Britain exceed 100

Francis Elliott Political Editor  
Rosamund Bennett Education Editor

Prime Minister Boris Johnson ordered the first nationwide shutdown of schools in British history yesterday to try to stem the spread of the coronavirus.

Schools were told to cancel all lessons and activities, prepared to shut their gates to children of key workers and those with special needs at all times.

Parents were left in limbo as Mr Johnson took the unprecedented step and indicated that grades would be awarded through an alternative system, not based on set work.

Carex Williamson, the education secretary, said schools would close "until further notice" because keeping them open was no longer in the best interests of children and teachers. The government said it was "unable to keep" schools open in the current "unprecedented" situation.

Mr Johnson said that NHS and care staff, police and delivery drivers were among key workers whose children would be allowed places at "bubble schools". It was not clear yet what other children would be included but a full list is due to be published today.

In other developments:  
● Online supermarket services crashed or were withdrawn as panic-buying continued to grip Britain.  
● 25,000 troops were put on standby to support hospitals and "backstop" roles in police forces, the prison service and the border force.  
● The Duke of Cambridge backed fundraising for those in hardship.  
● The government announced a three-month ban on evictions.  
● The pound fell to its lowest level against the dollar since 1985 and stocks dropped again despite bailout pledges.  
● Hospitals began testing their own staff for coronavirus to bring down closure rates after the government said an expansion to 25,000 daily checks would focus on patients.  
● The chief scientific adviser asked a list of 100 people to help him lead the disease.

Mr Johnson had placed down the option of shutting schools because Sir Patrick Vallance, the chief scientific adviser, said it would have a "significant" impact on the economy. He said that schools would be closed for three weeks.

Mr Johnson said it was important that both children and adults will take exercise while in social isolation. Even during the 1918 flu pandemic, schools were closed. Mr Johnson said that schools would be closed for three weeks.

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Workers arrive to clean Parkside Community Primary in Borehamwood, Hertfordshire. Schools will shut from tomorrow

## London set for isolation as disease takes hold

London is set to become the first city in the world to be completely isolated from the rest of the country as the government prepares to shut down all public transport and businesses in the capital.

The decision comes hours after Scotland and Wales announced their own blanket school closures and thousands of schools in England decided unilaterally to close or run on a rota system to avoid staff shortages and parents' concerns. Some of the schools in London have already closed.

The prime minister said yesterday that people needed to be "lucky" in following the government's advice, adding that he would "not hesitate" to bring forward further and faster measures.

Last week, travel by Tube had fallen by only 15 per cent and has now fallen by 50 per cent against the same period last year. The number of people using public transport has fallen significantly since then, however, and Tube travel is understood to have dropped by 50 per cent.

There have been anecdotal reports of police and cabbies still full. Williamson, Britain's biggest pub chain, has said that its pubs will stay open and improve social distancing measures.

The government has told people not to go to restaurants, pubs and clubs but had stopped short of ordering the businesses to close. That approach is likely to change, and ministers have already begun to plan to enforce travel restrictions.

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TV 8

The Guardian

Mentimeter

# Now it's the schools: PM scraps exams and shuts down classes

● Johnson forced to act after virus spreads faster than anticipated ● London could face lockdown as UK death toll increases to 204

Richard Adams  
Health Correspondent

As the virus spread faster than anticipated, forcing teachers and pupils to self-isolate.

The decision came hours after Scotland and Wales announced their own blanket school closures and thousands of schools in England decided unilaterally to close or run on a rota system to avoid staff shortages and parents' concerns.

Some of the schools in London have already closed. The prime minister said yesterday that people needed to be "lucky" in following the government's advice, adding that he would "not hesitate" to bring forward further and faster measures.

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Trafalgar Square in London at 4.30pm yesterday as social distancing took effect. Thousands have gathered since schools closed

## Sterling sinks to 35-year low against the dollar

Larry Elliott  
Rob Davies  
Richard Partington

The Treasury and the Bank of England have promised fresh measures to support the economy after coronavirus strikes.

Mr Johnson said it was important that both children and adults will take exercise while in social isolation. Even during the 1918 flu pandemic, schools were closed. Mr Johnson said that schools would be closed for three weeks.

Bank of England warned Britain faced an economic emergency caused by Covid-19 and further measures would be needed to prevent widespread disruption leading to destruction.

On another day of firestorm on the global financial markets, shares on Wall Street were down by 4.4 per cent as that Ford and General Motors were halting production until at least the end of the month. The pound ended trading in London at \$1.1700, a level not seen since 1985, after a sharp rise in the quickly reversed "flash crash" in stock. Richard Smith, the chancellor, said he was also in the category of finding

new ways to support education incomes amid criticism from MPs on the Treasury which a committee that met nearly enough had been done to deal with the expected drop in income and employment and support on being made.

Global equity markets suffered further heavy losses as the International Labour Organization said the initial impact of Covid-19 would be to add almost 20 million to global job losses.

Steve Mnuchin, the US treasury secretary, was forced to deny telling the Senate that American unemployment could reach 10 per cent.

Oil prices fell 50p, with the cost of Brent crude at its lowest since the aftermath of the Iraq invasion in 2003.

The Dow Jones industrial average - a key gauge of share prices in the US - fell below its level on the day of Donald Trump's inauguration in January 2017 and has now dropped 1,000 points in a month.

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## Inside

Spain's latest measures plan to try to stop the virus spreading every day Page 2

Thousands of British kids being sent to other schools in a bid to stop the virus spreading Page 3

The lockdown in Italy will be a test of the government's ability to manage the crisis Page 4

The world's leading nations are in a race to develop a vaccine to stop the virus spreading Page 5

Of thousands of children of key workers and other front-line workers, as well as vulnerable children, schools will be closed to ensure pupils only go to school if they are essential Page 6

Free school meals get a boost each day and this summer's exams would be replaced by teacher assessment.

On a day of rapid policy shifts as the UK death toll from the virus reaches 100, it also emerged that London has a potential lockdown deal as it is the only other European city, with the prime minister warning the country he is prepared to take "further and faster measures".

Mr Johnson said it was important that both children and adults will take exercise while in social isolation. Even during the 1918 flu pandemic, schools were closed. Mr Johnson said that schools would be closed for three weeks.

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# 3. PLANT





# 4. PRUNE

## How to make a Good First Impression



Making a first good impression can be vital when looking for a new job. Whether we like it or not, people do judge a book by their cover. The first few seconds with someone can be critical to your career.

- Be on time. The person you are just meeting is probably not interested in your excuses, even if it is the first time you are late in your whole life. All they are going to know is that you are not keeping up with a previous agreement. The image you are leaving behind is of someone that is not reliable. Make an extra effort and make sure to arrive on time. Too early is always better than too late.
- Be prepared. Before going to your interview you should have done your research about the company, the position you're applying for, and so on. Think about what kind of questions you could be asked, and how you would answer them. In one word, practice!
- Take care of your clothes and your overall grooming. It has been said that 55% can be determined by the person's appearance. So be careful when choosing how to present yourself in an interview. Dress to impress, maintaining in mind the job you are applying to, and when in doubt, choose the most conservative choice.
- Take into consideration non-verbal communication. You might be feeling nervous, but studies have shown that people who present themselves in a more friendly, confident manner usually have better results. Something as simple as a smile can make a difference.



# 5. WEED





## 6. WATER



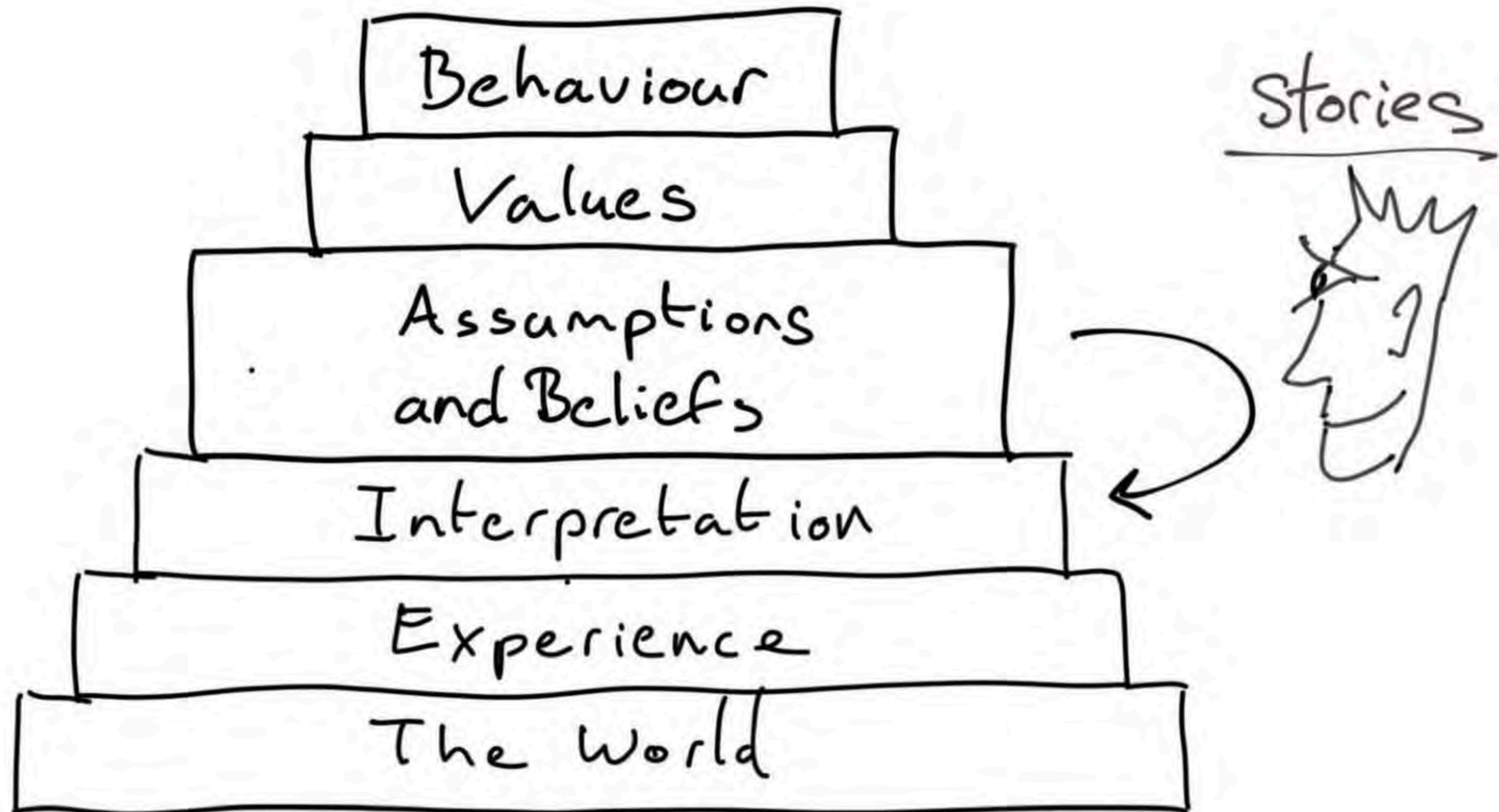


# 7. STAKE





# 8. ENSURE GOOD HEALTH





# 9. CELEBRATE SUCCESS





# ECOSYSTEM CHARACTERISTICS

- Unpredictability
- Interdependence
- Limits of Control

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