



# Quarterly review — from 40 questions to 1,460

LINDBERGH FORMATION — 16 rue de Maillé, 91310 Montlhéry, France · Companies register (RCS) Evry 817 946 114

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What the executive team gained, item by item · fictional document

## Fictional document — demonstration example

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**Fictional document**, produced for the demonstration. **The most important figure in this review describes a change of behaviour, not a saving of time: 40 quantified questions a quarter before, 1,460 in the first quarter.**

## The three items measured

| Item                               | Before                        | After                  | Gain           |
|------------------------------------|-------------------------------|------------------------|----------------|
| <b>Getting a quantified answer</b> | 60 % of the time of a request | <b>7 %</b>             | <b>–53 pts</b> |
| Producing the visualisation        | 35 %                          | <b>5 %</b>             | –30 pts        |
| Checking a figure's scope          | 30 %                          | <b>4 %</b>             | –26 pts        |
| <b>Average time to an answer</b>   | <b>9 working days</b>         | <b>Under 4 minutes</b> | —              |

## What management control did with it

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| Activity                                     | Share of the month before | Share of the month after | Source     |
|----------------------------------------------|---------------------------|--------------------------|------------|
| Producing quantified answers                 | 60 %                      | 18 %                     | Timesheets |
| Analysing variances, arbitrating definitions | 9 %                       | 44 %                     | Timesheets |
| Closing, budget, statutory reporting         | 31 %                      | 38 %                     | Timesheets |

**The company did not gain half a headcount: it changed what the headcount does.** And only one of its two management-control staff could do the second thing.

## What showed up outside the timesheets

| Result                                      | Value                                                                 | Where it was obtained                    |
|---------------------------------------------|-----------------------------------------------------------------------|------------------------------------------|
| Margin identified on the price lists        | €214,000, of which €168,000 within the limits of the proposed mandate | Price grids cross-checked with invoicing |
| Regional variance explained                 | 7.3 points, 83 % located                                              | Breakdown to the order line              |
| Definitions arbitrated                      | 9 of 34, margin among them                                            | One agenda item in two for a year        |
| Questions asked and logged with their scope | 1,460                                                                 | Question log                             |

**Next opening proposed:** access for the five branch managers, now that the definitions are settled. **Each sees his region and the group averages, never the detail of the other regions** — that is the setting that makes a shared dashboard a tool for comparing rather than for watching.

## For the executive team to settle

Scope visible to a branch manager: \_\_\_\_\_

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