# 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 |
|---|---|---|---|
| **Getting a quantified answer** | 60 % of the time of a request | **7 %** | **−53 pts** |
| Producing the visualisation | 35 % | **5 %** | −30 pts |
| Checking a figure's scope | 30 % | **4 %** | −26 pts |
| **Average time to an answer** | **9 working days** | **Under 4 minutes** | — |

## What management control did with it

| 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



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Scope visible to a branch manager: _____

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