Who decides what — three actions, six decisions

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

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0 decision with a legal or significant effect taken by an agent across 1,860 files · fictional document

> **Fictional document — demonstration example**
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Fictional document, produced for the demonstration. The list of automatic actions is **deliberately short**: that is what makes it verifiable. Each one **protects the relationship rather than the number**, and **each undoes as fast as it does** — with one exception, named below.

The three actions the agent takes without asking

Action	Why it cannot wait	How it is undone
Acknowledgement within the hour, with what is identified and what is missing	It is the waiting, not the answer, that produces a complaint	**The customer replies that they do not want automated handling: the request goes back to manual and stays there**

Action	Why it cannot wait	How it is undone
Provisional booking of a workshop slot	A slot released late cannot be refilled	**It falls away by itself if the outcome goes elsewhere — the slot fits the file, never the reverse**
Alert to the manager on a product safety report, with the list of customers from the same batch	**Waiting costs more than being wrong**	**This one cannot be switched off — and it is the only exception**

The six decisions that stay human

Decision	Who takes it	What the agent brings
Granting cover	After-sales manager	Term cited, dated, sourced
Issuing a credit	**Agent under mandate up to €60 · manager above · sales director above €300**	Recommended amount and the calculation behind it
Approving a refund	After-sales manager	The three quantified outcomes
Committing to a paid repair	After-sales manager	Quote, real lead time, observed acceptance rate
Writing to a supplier outside the mandate	After-sales manager	File assembled, supporting document attached
Closing a disputed file	**After-sales manager**	**Dated history of every exchange**

What the division changed for advisers

Indicator	Before	After

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Files handled per day per adviser	18	18
Of which requiring no decision	**11 — handled one by one**	**11 — decided at a glance**
Time spent on the files that matter	Baseline	**+ 34 %**
Overtime in the department	—	**0**
Decisions with a legal or significant effect taken by an agent	—	**0 out of 1,860**

Quarterly review proposed: an automatic action that has served no purpose in three months **should come off the list**. A short list is what makes it credible to staff and customers alike.

Date of the next review of automatic actions: _____

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