



Thirty-four decisions, eight names of nine

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Fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **Nobody is shirking**: a decision is taken at the moment everybody agrees, and that is precisely the moment nobody thinks to ask who will do it.

Age	Decisions with no owner
Under a month	14
1 to 2 months	9
Over 2 months	11
Total	34

Indicator	Value
Carrying a deadline	14
With no deadline	20

A decision with a deadline and no owner is the more visible of the two, and it is the one that makes the missing name impossible to ignore.

What the agent does, and when

Moment	Action
During the meeting	Nothing — it does not intrude on the exchange
When writing	"Owner: to be named", never a blank field
Within 48 hours	Flagged to whoever chaired

A blank field reads as a drafting oversight; "to be named" reads as a question asked. That is the only difference between the two, and it is enough.

What the 48-hour window produced

Outcome	Decisions
Received a name	8
Still without one	1
Flagged	9

After forty-eight hours nobody remembers what was said — and a decision with no owner becomes a decision with no follow-up.

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