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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