



Fourteen values, one portfolio gap

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

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Fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **The word "suspicious" appears nowhere in what the agent produces** — and reporting these fourteen records by name would already create a suspicion nothing justifies.

Direction of change	Opportunities
Downwards	11
Upwards	3
Total	14

The four possible explanations, all legitimate

Explanation	Distinguishable in the log?
Negotiation that narrowed the scope	No
Discount granted	No
Data-entry error corrected	No

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Explanation	Distinguishable in the log?
Value adjusted to what was delivered	No

All four look identical in the log. That is the technical reason for the refusal, and it suffices: the agent cannot distinguish what would have to be distinguished to form a judgement.

What is reported, and in what form

Form	Reported?	What it produces
The forecast/actual gap, as a volume	Yes	Management information
Fourteen named records	No	An unpleasant meeting
Both versions of a value, with dates	On request	A targeted check

If the forecast is systematically 18% optimistic, that is useful management information. If fourteen salespeople are singled out, it is something else.

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