



Eleven employees — seven in one department

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Document issued on 24/09/2026

Fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration; employees are shown by a letter.
No list of names is circulated: each manager sees their own people, management sees the volumes by department.

Department	Headcount	Employees over 30 days	Share of the department
Department B	19	7	37%
Department A	24	2	8%
Department C	31	1	3%
Department D	17	1	6%

These are not eleven individual choices. A department where seven of nineteen people could not take their leave describes a workload, not preferences.

What four months still allows

Time to end of period	What remains possible
4 months	Reorganise, redistribute, bring in cover
2 months	Redistribute
6 weeks	Loss or carry-over

The routing

Recipient	What they see
Manager of department B	Their 7 people + their department figure
The 4 other managers	Their own people
Management	Volumes by department, no names
The employees	Nothing

Employees receive nothing. A reminder sent to somebody who could not take their leave is an unpleasant remark, and it changes nothing about the cause.

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