



Assigned actions — 46, then 9

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14.7 % → 2.6 % after the designated-lead rule · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **This is the figure that does not flatter the agent, and it is better that it come from the agent than from a director in session.** It is given with its measured cause, what was done, and the following quarter.

The first quarter

Measure	Value	Share
Actions tracked	312	100 %
Assigned to the wrong lead	46	14.7 %
of which the meeting had designated nobody	38	83 % of the gaps
of which actions genuinely shared between two directorates	8	17 % of the gaps

It was not a listening error: the action was decided, the lead was not, **and the agent inferred it from the subject rather than asking for it. It was an inference where a question was needed** — which is why the correction is definitive.

What was done

Measure	Effect
No action is assigned if the meeting did not assign it	It is entered as “lead to be designated”
Points to settle read out at the end of the session	The chief executive settles them in seconds, before the room empties
Heading “action across two directorates”	A named lead and a named contributor

The following quarter

Measure	Quarter 1	Quarter 2	Change
Actions tracked	312	340	—
Wrongly assigned	46 — 14.7 %	9 — 2.6 %	–37
of which due to an inference	38	1	The cause has gone, not merely the symptom

The rule that holds everything else — write what was said

Situation	What the agent writes	What it gives
A decision is floated without being taken	A point to settle, dated, with the name of the person who must settle it	27 points recorded, 24 settled within four days
An amount is discussed without being fixed	The principle agreed, the amount as a point to settle	The minutes make nobody say what they did not say
An action has no lead	“Lead to be designated”	That is what makes 2.6 % a figure you can rely on

The protection that matters to the executive

Indicator	Two quarters
Outputs prepared	1,408
Approved by a person before sending	1,408
Corrections made before sending	55 out of 55
Corrections made after sending	0

That is exactly what review is for, and why it is not negotiable. An inferred decision is indistinguishable from a pronounced one — **and that is what would make everything else unusable.**

For the body to settle

Chosen frequency of the wrongly-assigned-actions record: _____

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