Morning watch — 4 flags

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

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Fictional document — demonstration example

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Fictional document, produced for demonstration. **No assessment, no rating and nothing about how a person performs appears in this document.**

#	Flag	What triggered it	At stake	Recipient	Chase
1	**23 employees beyond the frequency**	**Note of 12/01/2025**	**4 beyond 6 years**	**HR, not the manager**	7 d
2	**14 requests with no answer**	**Training section with no follow-up**	**Oldest: 2022**	**The manager, before the meeting**	**7 d then the day before**
3	72 objectives written on the day	**Entry dates**	**61% of records**	**Whoever designs the form**	7 d

#	Flag	What triggered it	At stake	Recipient	Chase
4	11 changes of manager	Org chart	**The new one lacks the record**	**The new manager**	7 d

> **The first flag does not go to the manager.** An overdue frequency describes an organisation — the four oldest cases sit in a department that has had three heads in five years.

The five guarantees that make the annual appraisal usable

The guarantee	What you gain
The appraisal wording is the manager's own	**They arrive with the facts already gathered and only have to form their judgement: what stays in the employee's file is held by somebody, therefore open to challenge, therefore defensible**
The rating, where there is one, is theirs too	**A rating produced by a tool would sit in the file with nobody standing behind it — and it is the file that counts the day there is a dispute**
The handover passes commitments, not judgements	**Objective set, training promised, deadline announced: the new manager picks up the thread without turning an opinion into a reputation**
The meeting is held between two people	**No transcript: what is said there is really said, and that is where the real requests come out**
Overdue appraisals are counted by department and by period	**You see the organisation slipping — the four oldest cases sit in a department that has had three heads in five years — instead of a ranking of managers that fixes nothing**

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