# Who decides what — two automatic actions, and nothing else

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List settled with the executive committee · fictional document

**Fictional document — demonstration example**

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**Fictional document**, produced for the demonstration. **The brevity of this list is what makes it defensible.** Two automatic actions, both reversible, neither leaving the company. Everything else waits for a decision, including where waiting costs the agent time.

## The two automatic actions

| Action | When | What it does if something is missing | Reversibility |
|---|---|---|---|
| **Consolidating the six sources** | Every night | **Leaves the line empty and flags it at the top of the file — never copies yesterday's figure across** | **Switched off on a word; manual consolidation remains possible** |

| Action | When | What it does if something is missing | Reversibility |
|---|---|---|---|
| **Recalculating a scenario when a measured assumption changes at source** | At every source change | Keeps the previous version, openable | **Both results stay side by side in the log** |

**Yesterday's data presented as today's is worse than missing data.** That is the only rule governing the first action, and it explains why an empty line sometimes appears at the top of a board file.

## What is never automatic

| Act | Who performs it | Why it is not automated |
|---|---|---|
| **Recommending a decision** | **Nobody — the agent does not recommend** | **An executive decision includes what is in no data** |
| Ranking scenarios in order of preference | The executive committee | Ranking is recommending without saying so |
| Modifying an assumption settled by a committee member | Its author | A settled assumption is a decision, not a parameter |
| Circulating a file beyond the named people | The finance director | Circulation is an act of confidentiality |
| **Committing the slightest spend, including a price request** | **The board, by written mandate** | **It binds the company towards a third party** |

## What the agent connects to, and what it writes there

| System | What is read | What is written |
|---|---|---|
| ERP | Orders, deliveries, purchases | **Nothing** |



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| System | What is read | What is written |
|---|---|---|
| Cost accounting | Costs and allocations | **Nothing — the closings remain the company's own** |
| CRM and maintenance management | Contracts, call-outs | **Nothing** |
| **HR system** | **Costs by department and by site** | **Nothing — no individual data read: a scenario needs a payroll figure, not a name** |
| 11 source workbooks | Management rules | **Nothing — read-only** |

## The pilot proposed, and the three figures that judge it

| Element | Content |
|---|---|
| Scope | **Monthly consolidation and a single scenario, the Benelux one** |
| Duration | Three board meetings |
| **The three figures to watch** | **Preparation time · decisions held to the calendar · figures challenged in the meeting** |
| **If none of them moves** | **We stop — and the company keeps the written accounting conventions and the consolidated foundation, which belong to it** |
| Full deployment timeline | **Several months** — consolidation runs within a few weeks, the scenarios require writing the management rules down with the company |

List of automatic actions approved by the board on _____ · Next review: _____



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