THE SHIFT OF POWER

Who lost a decision, who gained it, with nobody deciding it

LEVEL	Organisation
DURATION	45 min - 1h45
USE	Organisation review
TRACK	Toolkit

OBJECTIVE Make visible the power that has moved. Every agent deployed takes a decision away from someone and hands another to someone else, usually with that transfer neither discussed nor even noticed.

1 THE RULE · WHAT ACTUALLY MOVES

THE POWER TO CHALLENGE

Rarely the decision itself, almost always the power to challenge it. The person who used to decide keeps the title and loses the grip, while the person who configures the agent never received a mandate to decide and decides all the same.

A SETTING IS AN ACT

Setting a threshold decides thousands of cases in advance. Configuration is therefore a governance act and falls under the same rules as the decision it replaces.

2 TO BE FILLED IN

DECISION	WHO DECIDED BEFORE	WHO ACTUALLY DECIDES	WHAT MUST BE RE-ESTABLISHED

3 CHECK WHEN RE-READING

THE MIDDLE COLUMN

It is the only one that counts. If "who actually decides" holds neither a human nor a written rule, the organisation has delegated without knowing it.

WHAT THE CARD TRIGGERS

Every line where power moved with no written act ends in a mandate (ACF-13), a recorded exception (ACF-O8) or a reversal.

Power does not vanish when a decision is automated, it changes hands and stops being discussed.

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