RED BEAR: ENTERPRISE DECISION INTELLIGENCE · DATA SHEET · E · ROUTING, INTERVENTION AND ESCALATION

Stop the wrong decision without stopping the business

Escalation is a routing decision, not a full stop.

KEY POINTS

- Authorise is a gate, not a signature: an automatic pass inside discretion, a human step at its edge, routed to the nearest available authorised person
- Intervention has exactly three verbs, approve, reject, ask; only ask stops the clock
- The intent notice inverts the burden: the actor states intent, a clock runs, anyone with standing may stop it with a reason
- A timeout default is a decision; escalation carries the whole record; act-first exists only for declared crisis classes

What it is

Most governance treats escalation as a stop. A decision falls outside what its actor may settle alone, it goes to a named person, and nothing moves until that person acts. If they are in a meeting, on a plane or on leave, the business waits with the decision.

This cluster is what happens in that gap. The control plane computes whether a decision is inside the decider's range; routing, intervention and escalation take over from there and answer four questions. **Who** holds authority for this class at this value. **How fast** the class is meant to be decided, so that lateness is a measured condition rather than a feeling. **With what** the decision travels, so the senior person does not start from nothing. And **what happens meanwhile**: whether the decision waits, runs under notice, is deferred to a date, or is acted on now and recorded straight afterwards. The first three describe a better approval queue. The fourth describes a different relationship between authority and delay.

The pain point

That wait is treated as free, because it never appears on a report. No limit is breached, no policy is broken and no money is spent; the only thing consumed is time, and time has no line in the control framework. The cost lands outside it: the customer who took the other offer, the supplier who withdrew the price. For a reversible decision the delay is often more expensive than the error the approval was meant to prevent.

Approval bottlenecks set cycle time by the busiest person's calendar. Nothing happens when nobody answers, because waiting is nobody's failure. Escalation loses the context: referring upward means re-explaining from a summary written by someone who wanted a particular answer. And nobody can point at the delay: everyone agrees decisions are slow and nobody can say where the time goes.

How it works

The gate. Inside the decider's discretion, Authorise passes automatically and is verified afterwards at the rate the dial band sets. At the edge of discretion it becomes a human step, and the referral routes to the nearest available authorised person rather than to a queue or a static chain. The authoriser's job is to check the decision was well made, not to remake it. The gate detects its own failure modes: too many gates, no gate, and the unstaffed gate, where the gate exists, nobody is behind it, and the decider acts anyway or does nothing.

Three verbs. Human intervention permits exactly three: **approve**, **reject**, or **ask** for more context. Ask pauses the service level and resumes it on response; approve and reject close it; escalation neither pauses nor resets it. Only a person may act, an actor may not decide their own decision, and the rule is enforced in the API rather than in the screen, so it holds however the decision arrives. A decline needs a recorded reason; conditions on an approval are recorded as part of the outcome; and where a blocking guardrail is breached and approved anyway, the approver records an explicit override with its own reason, separate from the approval, which keeps overrides countable and the audit question answerable: not only who approved this, but who decided the rule should not apply.

The alternatives to stopping. *The intent notice.* The actor states what they intend to do and why, a notice period appropriate to the class begins, and the decision proceeds when it expires unless someone with standing stops it, with a recorded reason. The burden moves from obtaining permission to raising an objection, and a busy approver's attention goes to the decisions they want to change rather than the many they would have waved through. The notice is a live countdown on the record and in the queue. *Deferral.* Some decisions genuinely should not be made yet; the failure is that waiting leaves no trace. A deferral carries an owner and a date, and reopens itself on that date. *Default on timeout.* When nobody decides in time the outcome is decided by the clock anyway, but arbitrarily and off the record. For classes that permit it, a pre-agreed default applies and is recorded as a decision with its reason; it is refused for crisis or safety-critical classes, where the decision holds instead. *Act first.* Snowden and Boone's Cynefin

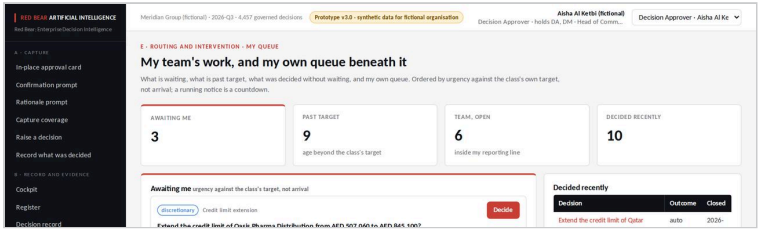
framework (*Harvard Business Review*, 2007) separates the domains where you can sense, analyse and respond from the chaotic one, where the prescription is to act first; a way of classifying a situation, not a finding about this product. Act-first mode exists only for classes an owner has declared crisis classes: the actor acts, the decision is recorded straight afterwards with its reasoning, and the control is that the class had to be declared in advance.

What arrives with the decision. An escalation moves the decision, not a notification about it: the full record, the context the decider saw, the policy evaluation, the activity trail and any earlier intervention. The senior person picks the decision up where it was left, not begun again at a more expensive salary. The leadership fast lane lets a senior decision be taken by one tap in Teams or Outlook, on mobile or by voice, showing the stake and the policy position.

What you get

Capability	What it does	Requirements
Routing and orchestration	The right approver, in parallel by default, a target time per class, cover when someone is away, the record naming both	FR-RTE-01
Authorise gate and the three verbs	Automatic pass inside discretion, a human step at its edge; intent notices with a stop; approve, reject, ask and what each does to the clock	FR-RTE-06
Default on timeout	A pre-agreed default recorded as a decision; refused for crisis and safety-critical classes	FR-RTE-02
Analysis escalation and deferral	Referral carrying the whole record, both parties named, the clock untouched; a deferred decision reopens on its date	FR-RTE-03
Leadership fast lane	One-tap decisions in Teams, Outlook, mobile or voice with the minimum needed to decide well	FR-RTE-04
Bottleneck and latency analysis	Where decisions wait, for whom, against target, what the delay costs; referral patterns by class	FR-RTE-05

Screens



S-27 My queue: My queue: open work ordered by urgency against the class's own target, with notice countdowns and ladder position. Prototype render on synthetic data for fictional entities.

RETURN ON INVESTMENT

Leadership time where it counts: senior attention goes to objections and exceptions rather than confirmations, measured by time from trigger to senior decision, queue age and the share of referrals that change the outcome. **Faster decisions at the edge:** the absent approver is no longer the rate limit on work that is inside policy, measured by the share settled without referral and time to decide against target. **Delay made visible:** target times, waiting times and overdue counts exist as data rather than as complaint, and a bottleneck becomes a named, fixable thing. **Delegation that leaders will sign:** room is granted because the brake is real, recorded and one action away. Interventions are also the signal that shows where delegation is miscalibrated: a class referred constantly and approved every time is a decider whose dial should move; a blocking guardrail overridden every month is a rule that no longer describes the business. No measure here carries a target.

Platform engines

Decision Intelligence for routing by class, the three verbs, decisions waiting and no self-approval (RBP FR-DI-02, RBP FR-DI-05, RBP FR-DI-06, RBP FR-DI-07); Decision Learning for latency patterns (RBP FR-DL-03). Whether the approver is there at all is EDI-DS-06. Platform behaviour is specified in the platform FSD, not here.