

RED BEAR ARTIFICIAL INTELLIGENCE

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Decision Making Anywhere

The channel is part of the governance decision: decision intelligence for people who are not at a desk

The channel a decision travels on is part of the governance decision, not a convenience added afterwards. Some choices can properly be settled from a phone in a taxi; others must not be; and a system that cannot tell the difference will either delay everything or make irreversible commitments cheap. This paper sets out the four tests that decide which channels may carry a decision, why notification policy and delegation policy are the same policy, and how Red Bear: Enterprise Decision Intelligence applies the answer before an interaction is offered.

Empower. Trust. Verify.

Summary

An approval has a shelf life, and the clock does not stop because the person who has to give it is in an airport. Governance systems are built as though executives and managers spend their working lives in front of a corporate portal. They do not. They are in meetings, in vehicles, in other countries, in front of customers, on leave, and occasionally asleep. Every hour of that ordinary working life is an hour in which the decisions routed to them are not being made, and almost no organisation records the cost of it anywhere.

A decision's value decays from the moment the question arises, sometimes gently and sometimes to nothing. A supplier holds a price for forty-eight hours. A candidate has another offer. An incident needs a containment call now, and the same call made tomorrow is merely a post-mortem finding. Governance that requires the approver to be at a desk converts every absence into a delay, and the conversion is silent: the approval eventually appears in the record with a timestamp, and nothing in the record says that four of the six days it took were a conference, a flight and a weekend.

The obvious remedy, make approval possible from anywhere, is half right and dangerous on its own. The useful idea is that the channel should be chosen by the decision rather than by the system's convenience. Three properties determine which channels can honestly carry a decision: whether it is reversible, what it is worth, and how much context a person needs to decide it well. A reversible commitment of a few thousand, on a class the approver sees weekly, is a perfectly reasonable thing to settle from a taxi. An irreversible commitment of millions is not, and a system that makes it easy to approve that from a phone has designed a hazard.

The second failure mode is volume. An executive notified about everything attends to nothing, and the rational response to an over-notifying system is to silence it. Deciding what is worth interrupting a named person for is the same judgement a Trust Dial expresses. Notification policy and delegation policy are the same policy seen from two ends. The third is absence: a decision waiting on one person's diary is a single point of failure, and no operating model tolerates single points of failure anywhere else.

And, unambiguously: safety comes before convenience. Approving business decisions while driving is not a desirable capability. Hands-free voice is suitable for learning that a decision is waiting and for the simplest confirmations; anything requiring judgement waits until the person has stopped, and the system enforces that distinction rather than leaving it to the driver. Red Bear: Enterprise Decision Intelligence (formerly GuardrAll) treats the channel as part of the policy, applied before an interaction is offered to anyone.

WHO SHOULD READ THIS

- Chief operating officers and heads of shared services
- Chief information officers who own the collaboration estate
- Chief risk officers asked whether approval by phone is safe
- Anyone who has approved something from an airport lounge

WHAT YOU WILL BE ABLE TO DO AFTERWARDS

- Apply the four tests, reversibility, value, context load and time sensitivity, to any decision class
- Explain why the dial band is a notification policy
- Run the absence test on your ten most-used approvers
- State the vehicle constraint as a prohibition, not guidance

1 What it is

Start with the mechanism rather than the complaint. A decision exists because something in the world has created a choice with a deadline attached, whether or not anyone wrote the deadline down. The value available from making it well is highest at the moment the choice appears, and from that point it decays along one of three curves. Some decisions decay gently: a recruitment approval made a week late costs a week of an empty seat, a real but linear cost. Some decay sharply at a known boundary: a tender response, a regulatory filing, a notice period, an option that expires. And some decay to zero without warning, because the counterparty had an alternative and took it. The third kind is the expensive one, and it is invisible by construction: nothing is recorded when a supplier quietly proceeds with someone else, so the organisation never learns that the decision it eventually made was already worthless when it was made.

Against that, consider how approval is obtained in most large organisations. The request enters a workflow system, which routes it to a named individual. The individual is senior, which is why the policy names them, and being senior their diary is the most heavily committed in the chain. The system's only means of reaching them is a queue inside an application they open at a desk. Between the moment the request is raised and the moment they next sit in front of that application, the system is doing nothing at all. Nothing in that chain is anyone's fault, which is why it is stable. The delay is a property of the interaction design, and interaction design is the one part of the system no governance committee reviews.

Channel is part of the governance decision. When a decision type is defined, who may decide it, up to what limit, with what evidence, the definition should also state which channels are fit to carry it. That is a governance statement, it belongs with the guardrails, and it is reviewable by the same people who review the thresholds. The backbone of the argument is Bezos's distinction between one-way doors, consequential and hard to reverse, deserving deliberation, and two-way doors, reversible at modest cost and deserving speed. His point was about the weight of process; it applies with equal force to the weight of the channel. A two-way door is exactly what a competent person should be able to settle from a phone between meetings. A one-way door is not, and the same property that makes deliberation worthwhile makes a two-inch screen and forty seconds of attention the wrong container for it (Bezos, *2015 letter to shareholders*). In the Red Bear framework irreversibility is one of the five properties that raise a decision's class, so the class carries the answer.

Four tests, of which reversibility is the first:

1. **Reversibility.** Can this be undone, and at what cost? A reversible decision carries its own correction mechanism, which is what makes speed rational.
2. **Value at stake.** Not the transaction value alone but the exposure created: the commitment, the precedent it sets, what it forecloses. A reversible decision of very large value is still a candidate for a considered channel, because reversing it is itself large.
3. **Context load.** How much material a competent person must hold in mind to decide well. A renewal on standard terms carries almost none. A contract variation with three interacting clauses and a disputed margin carries a great deal, and no summary that fits on a phone is a faithful representation of it.
4. **Time sensitivity.** How fast the value decays. The only one of the four that argues for a lighter channel rather than a heavier one, and the reason the answer is not simply "always deliberate".

Decision character	What the decider needs	Channels that can carry it	Channels that must not
Routine, reversible, low stakes	The request, the policy position, and that it is inside the normal envelope	Any: a message, a notification action, a short voice confirmation once stationary	None. The risk here is over-governing
Discretionary, reversible, material value	The above plus the exposure, the precedent, and who has already given input	Mobile with the full record visible; a considered channel if the approver asks for one	Anything that presents only a headline and two buttons
Significant, irreversible	Options considered, the case against, what would make this wrong, the four quadrant answers, and time to think	A working session with the record open, at a desk or not	Single-tap approval on any channel. Voice. Anything with a countdown attached
Critical	Dissent heard, junior voices first, assumptions tested by someone with no stake, a pre-mortem, more than one sitting	Convened deliberation; the system's job is scheduling and record-keeping, not approval	Every asynchronous channel, including the desk portal
Time-critical, reversible, operational	The situation, the default if nobody acts, and the ability to stop it	Interrupting channels, because the alternative is that the default happens unexamined	Channels that cannot reach the person inside the decay window
Crisis or safety-critical	Whatever the safety case requires, unchanged by the decider's location	Only the channel the safety case specifies	Any channel not named in it. No timeout default is permitted

Writing this down forces an organisation to say which of its decisions are genuinely irreversible, and the argument that provokes is usually more valuable than the table. Most catalogues, examined honestly, contain a small number of true one-way doors and a very large number of decisions treated as one-way doors because the approval process was designed by somebody who was worried.

Key points

- A decision has a shelf life; the desk assumption converts every absence into a silent delay
- Reversibility, value, context load and time sensitivity decide which channels may carry a class
- The must-nots are the part that protects you, and the platform must enforce them

2 Why it matters

The cost of the desk assumption falls into three buckets, of which only the first is normally measured.

The first is **cycle time**, which most workflow systems can report. It is also the least informative of the three, because elapsed time in a queue tells you something waited without telling you whether the waiting mattered. Ten days to approve a routine renewal with a rolling notice period costs almost nothing. Ten hours on a price that moves costs a great deal. Reporting that averages both into one figure produces an improvement programme aimed at the wrong class.

The second is **the opportunity that closed**, structurally unmeasurable from the approval system because the event that would need recording is a non-event. McKinsey's survey work is about exactly this territory, the cost of decision time poorly used rather than merely long, and is worth reading for the framing rather than for any number to put in a business case (Aminov, De Smet, Jost and Mendelsohn, *Decision making in the age of urgency*, McKinsey, 2019). The

honest statement an organisation can make about its lost opportunities is that it does not know what they were, and has no mechanism that would tell it.

The third is **the distortion the delay induces in behaviour**, the most damaging and the least discussed. When approval is reliably slow, the people who need it adapt. They inflate requests so that one approval covers several months. They split requests to fall below the threshold that triggers the slow route. They pre-commit informally and seek approval afterwards, which converts a governed decision into a formality performed on a decision already taken. Every one of these responses makes the record less true, and a record that is less true degrades every control built on it.

Bain's four dimensions frame the first bucket properly. Two of the four are affected directly by the channel. Speed is obvious. Yield, whether a decision is executed as intended, is not, and matters more: a decision taken on a channel that carried no context arrives at the people who must execute it with no reasoning attached, and they either ask again or guess (Blenko, Mankins and Rogers, *Decide & Deliver*, chapter 1).

Attention is the scarce resource. Reaching an executive anywhere is technically easy. The hard part is that the same technology reaches them for everything, and attention does not scale. An executive who receives a notification for every decision in their remit receives several hundred a week, attends properly to none, and within a fortnight has muted the channel. That is the correct response to a system that has told them their attention is worth nothing. A muted channel is not a slow channel; it is a dead one, and the organisation now believes it has a route to that person which does not exist, while the decisions that genuinely warranted an interruption sit in the same silenced stream.

Channel selection is therefore mostly a set of decisions about what is worth interrupting someone for, and that is the same judgement the Trust Dial expresses. If a decider sits in the Delegated or Autonomous band for a class, nobody needs to be interrupted, because nobody is being asked to approve anything: the decision is recorded and sampled, or reviewed by exception. If they sit at No Discretion or Recommend, an interruption is warranted, because something is genuinely blocked until a named person decides. Read as a notification policy, the dial says something uncomfortable: an organisation that cannot stop notifying has not set its dials. The volume problem is a symptom of undelegated authority, and no amount of message filtering fixes it, because the decisions really are all waiting for the same person.

Band	What the notification should be
No Discretion (0)	An interruption is justified, because the cost of not interrupting is that nothing proceeds
Recommend (1–3)	The actor proposes, a named person decides; interrupt according to the decay rate of the decision, not the anxiety of the proposer
Supervised (4–6)	The actor acts within narrow limits; at the edge, an intent notice with the clock visible and a way to stop it, and silence is consent, which is precisely why the notice must actually arrive
Delegated (7–9)	The actor acts within wide limits; information, not an interruption, and it should look different from an approval request
Autonomous (10)	Routine reporting and review by exception; no real-time notification of any kind, and most systems notify anyway

3 The challenges

Four remedies are commonly attempted. Each addresses a real symptom and none addresses the mechanism.

Challenge	Why it is hard	What goes wrong without a method
Putting the portal on a phone	The problem was never the screen size; a decision that needs a spreadsheet, a contract and two colleagues' views is not made better by being rendered narrower	The approver now has a way to dispatch it without any of the three
Approval by email	It works for the simplest cases and destroys the record: the reasoning lives in a reply nobody parses, the thread forks, and an email from a delegate looks identical to one from the accountable owner	Which version of the proposal was approved becomes unanswerable six months later
Lowering thresholds	Often the right answer, and not an interaction design; it removes the decisions below the new line and the ones above wait exactly as long	Proposed as an alternative to solving the channel problem, which it does not touch
Notifying harder	More reminders, more escalation emails, more chasing	The recipient stops reading any of it; the only remedy that makes things worse than doing nothing
Absence	A decision only one named individual can make is a single point of failure, treated as a control rather than a risk	The queue waits, or a colleague signs in the absent person's name and the record is untrue
Identity on an alternative channel	An approval by voice or by message carries no authority until it is attributable to a verified enterprise identity	A spoken "yes" with nothing attached says an approval occurred and nothing about what or on what basis

4 How Red Bear: Enterprise Decision Intelligence helps

The product's relevance to this argument is narrow and structural: it treats the channel as part of the policy rather than as a presentation choice, and the routing applies that before an interaction is offered to anyone.

Challenge	What Enterprise Decision Intelligence does	Requirements
The channel chosen by the decision	The class carries its reversibility and stakes; the notification ladder is matched to the class's urgency, quiet channels first and interruptive ones at defined intervals with a maximum; quiet hours are respected except for classes declared crisis, which record the break	FR-REC-01, FR-RCH-04
Deciding away from a desk	The leadership fast lane: one tap in Teams or Outlook, on mobile, or by voice including hands-free, showing what is needed to decide, the stake and the policy position, and one tap to the full record; approval in place inside the productivity tools people already have open	FR-RTE-04, FR-CAP-01
Context on the channel	Context assembly against the class's standard, showing absence as prominently as presence; precedent retrieval with who decided similar cases and how they turned out; *ask for more context* as one of the three verbs, and the only one that pauses the clock	FR-SUP-01, FR-SUP-02, FR-RTE-06
Notification volume	The dial band is the review rate: Delegated and Autonomous decisions are recorded and sampled, not sent for approval; the intent notice at the edge of discretion runs with a clock and a stop action	FR-DEL-02, FR-RTE-06

Challenge	What Enterprise Decision Intelligence does	Requirements
Absence	Presence establishes whether a decider is reachable now; automatic cover routes to a nominated cover, bounded by the unavailability, with the same authority and both names on the record; temporary delegation is declared by the holder for a bounded period and never wider than their own authority	FR-RCH-01, FR-RCH-03, FR-RCH-02
Escalation with a clock	Tiers per class with a time budget each; expiry escalates and records it; the ladder ends in a decision or the class's timeout default, recorded as a decision with its reason; refused for crisis or safety-critical classes	FR-RCH-05, FR-RTE-02
Removing the interaction altogether	Pre-authorised envelopes let time-sensitive commitments inside agreed limits proceed with no referral at all: the only remedy in this paper that removes the interaction rather than improving it	FR-DEL-04
Voice as capture	Voice and call transcription intake extracts the decision and its spoken reason from a transcript, after consent is checked and before the transcript is discarded; rationale prompting asks for the reason at the moment of capture	FR-CAP-05, FR-CAP-10
Identity on every channel	The acting user is always taken from the verified token; no interface, API or agent may assert who it is acting as; a spoken confirmation is recorded as a named person confirming a named decision on a class whose policy permitted that channel	FR-PLT-02, RBP FR-ID-01
Making the hasty approval visible	The record shows the channel and the elapsed time between opening and answering; reach analysis attributes waiting to absence separately from judgement and leads with the class	FR-RCH-05, FR-RTE-05
The invisible cost	Bottleneck and latency analysis: where decisions wait, for whom, and what the delay costs; the thing a chief operating officer should ask to see first	FR-RTE-05

Design rule

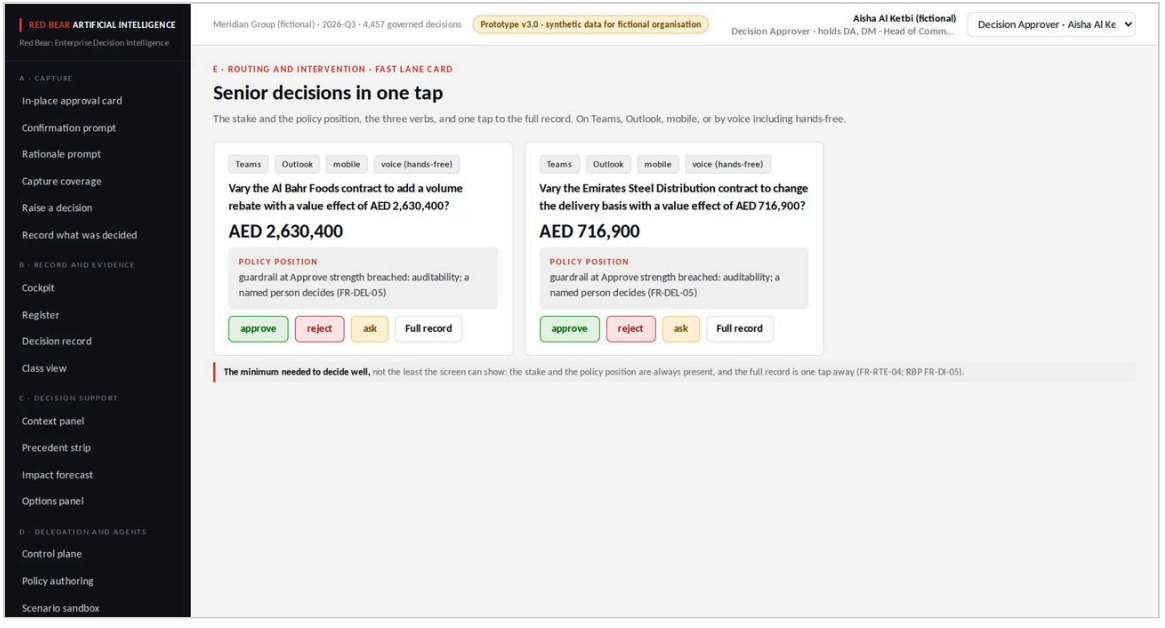
Certain classes must be incapable of being decided on certain channels, and that incapability is enforced by the platform, not recommended in a policy document nobody reads at an airport. A class's channel policy is applied before the interaction is offered, not after.

Driving, and the limits of voice. This is a constraint, not a capability. A vehicle is an environment in which the operator's primary task is safety-critical, and any interaction offered there has to minimise distraction and comply with the road-safety law of the jurisdiction and the interaction requirements of the vehicle platform. Hands-free voice is suitable for a person learning that a decision is waiting and roughly what it concerns, which is information and carries no decision load. It is suitable for the simplest confirmations on classes already established as routine, reversible and low-stakes. It is not suitable for anything requiring judgement, comparison of options or reading, and those wait until the vehicle has stopped. The system enforces that distinction rather than presenting it to the driver as a choice: a driver deciding in the moment whether an approval is simple enough to handle at speed is being asked to exercise judgement in exactly the conditions that impair it. More generally, voice is a good channel for capture and a poor one for deliberation. A person who has just made a decision in a corridor can say why, in their own words, in twenty seconds, and that recording is worth more than the structured form they will not fill in later. Voice should be used to get reasoning *into* the record, and treated with suspicion as a means of getting an approval *out* of someone. Nothing in this paper should be read as advice that any business decision may safely be taken while operating a vehicle.

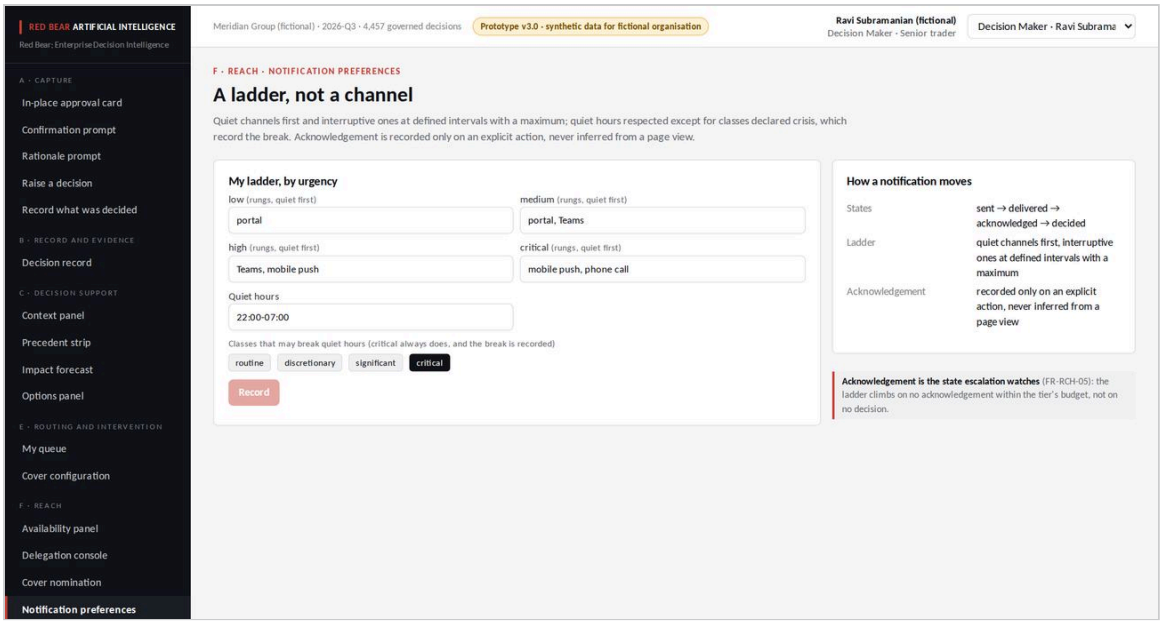
5 How it is used

Step	Who	What happens
1 Add the reversibility column	Class owners, in a workshop	For every class: one-way or two-way door, with a reason for each one-way answer; expect the number of true one-way doors to be far smaller than the number of classes governed as though they were
2 Add the channel column	Policy Maker	Which channels may carry the class and which may not; write the must-nots explicitly; write the vehicle constraint as a prohibition
3 Measure two intervals	Class owner	For one high-volume class: the time between the decision becoming available and the approver first looking at it, separately from the time between looking and deciding; the first is the cost of the desk assumption, the second is deliberation
4 Run the absence test	Sponsor	For the ten most-used approvers: what happens to their queue during a two-week absence; if it waits, ten single points of failure; if a colleague signs on their behalf, a record that is not true
5 Nominate cover and set the ladder	Decision Approver, Policy Maker	Cover per person; escalation tiers with time budgets per class; a timeout default for reversible operational classes and none for crisis or safety-critical ones
6 Decide on the channel the class permits	Decision Approver	The fast lane card carries the stake and the policy position; one tap to the full record; three verbs; anything the class forbids on that channel is not offered
7 Read the pattern	Class owner	This class is being cleared in seconds by three people and its reversal rate is climbing: move the class, not admonish the individuals

6 The user experience



S-30 Fast lane card: S-30 Fast lane card. A senior decision in one tap in Teams, Outlook or on mobile: the stake, the policy position, the precedent, one tap to the full record, and the three verbs; offered only on the channels the class permits. Prototype render on synthetic data for fictional entities.



S-36 Notification preferences: S-36 Notification preferences. Channel per urgency, quiet hours, and which classes may break them; the ladder from quiet to interruptive with its intervals and maximum. Prototype render on synthetic data for fictional entities.

7 Where the data comes from, and how it is checked

Inputs to reach and channel

Input	Source	Check
The class and its channel policy	The class catalogue and the guardrails on the type	Applied before an interaction is offered; a must-not is enforced by the platform (FR-REC-01, FR-DEL-19)
Availability	Declared status, calendar, working hours, time zone, device and on-call rota, through a presence contract the product consumes and does not own	Every assertion carries the time it was established; beyond the class's staleness limit it resolves to unknown, routes to the holder and notifies the cover (FR-RCH-01)
Delivery and acknowledgement	The notification ladder	Sent, delivered, acknowledged, decided; acknowledgement recorded only on an explicit action, never inferred from a page view (FR-RCH-04)
Identity	The verified enterprise token, bound to the identity rather than the device	No interface, API or agent may assert who it is acting as (FR-PLT-02, RBP FR-ID-01)
Spoken decisions and reasons	Call platforms, transcription apps and pocket recorders	Consent checked before extraction; the transcript discarded after; a candidate never written without the named decider's confirmation (FR-CAP-05, FR-CAP-02)
Cover and delegation	Nominated cover; temporary delegation declared by the holder	Bounded by the unavailability; never wider than the holder's own authority; both parties on the record (FR-RCH-03, FR-RCH-02)
Context on the channel	Connected systems at the moment of decision	References and a snapshot digest, not copies; what the decider was shown is persisted for replay (FR-SUP-01)

How it is checked

- **Connectors are read-only and consented.** Calendar, presence, messaging and voice sources are granted by the customer administrator under least privilege; consent is recorded per participant; the decision, not the conversation, is captured, and non-decision content is discarded once the candidate is formed (RBP FR-CN-01, FR-REC-04).
- **The AI proposes; a person decides.** A detected decision, an assembled context and a retrieved precedent are proposals; only a person may act, and an actor may not decide their own decision (FR-CAP-08, FR-RTE-06, RBP FR-DI-07).
- **The clock is honest.** Ask pauses the service level; approve and reject close it; escalation neither pauses nor resets it (FR-RTE-06).
- **A default is a decision.** Recorded with its reason and owner; refused for crisis and safety-critical classes; an unbounded ladder with no default is refused (FR-RTE-02, FR-RCH-05).
- **Cover is reviewed one band down.** A cover's decisions are reviewed one trust band down for the duration as a handling rule, and no dial anywhere is written (FR-RCH-03).
- **The record shows the channel.** Channel and elapsed time are on the record; the pattern is read by class, never by person (FR-RCH-05).

8 Benefits realised

Every measure is calculated from the organisation's own register against a baseline established before anything was switched on (FR-PLT-05).

Benefit	How it shows up	Measured by
Absence stops costing days	Held decisions route past an unavailable approver to cover	Time lost to unavailable approvers, separately from approval cycle time
Deliberation is distinguished from waiting	The two intervals are measured apart	Time to first look vs time from look to decision, per class
Interruptions fall as dials rise	Delegated and Autonomous decisions are recorded, not sent	Notifications per approver per week; share that are approval requests
Windows stop closing unnoticed	Interrupting channels for time-critical classes; defaults for reversible ones	Windows closed while a decision was open, per class
Reasoning arrives by voice	Spoken reasons captured at the moment	Share of decisions with a rationale, by channel
The record is true under absence	Cover decides in their own name; the holder reads what was decided on return	Decisions under cover naming both parties: all of them

9 Risks managed

The strongest objection is that this produces faster but worse decisions. A senior person tapping "approve" between two meetings has not considered anything; they have recognised a familiar shape, judged the requester competent, and cleared the item. The record will then show a considered approval by an authorised person, describing an act of deliberation that did not occur. This objection is strong and largely correct. A system that allows a one-way door to be

approved by a single tap has made the organisation worse off, and the concession is stated as a design constraint rather than a feature for a later release. There are two limits to the objection. First, it compares the wrong alternative: the realistic comparison is between a hasty approval on a phone and a decision that sits for three days and is then approved just as hastily, by the same person, in the same state of mind. Delay does not purchase deliberation. It purchases delay. Second, the record need not be neutral about the channel: a record showing the channel and the elapsed time makes the hasty approval visible as a hasty approval, in aggregate, so the class can be moved rather than the individuals admonished.

Risk	Control in Red Bear: Enterprise Decision Intelligence
An irreversible decision approved by one tap	Channel policy per class enforced by the platform before the interaction is offered; significant and critical decisions carry the Cartesian standard whatever the dial reads (FR-DEL-19, FR-CAP-10)
Decisions while driving	Hands-free voice limited to notice and the simplest confirmations on routine reversible classes; judgement waits until stopped; enforced, not offered as a choice (FR-RTE-04)
A muted channel	The ladder starts quiet and interrupts only at defined intervals with a maximum; volume falls as dials are set (FR-RCH-04, FR-DEL-02)
A proxy signature	Cover decides in their own name with the same authority; every decision under delegation names both parties and the mechanism (FR-RCH-03, FR-RCH-02)
A stale presence signal diverts authority	Beyond the staleness limit availability resolves to unknown, which routes to the holder and notifies the cover (FR-RCH-01)
Approval by email or message without identity	The acting user from the verified token only; a spoken or messaged confirmation is attributed to a named person on a class whose policy permitted the channel (FR-PLT-02)
Capture from messaging read as surveillance	Consent recorded, redaction before storage, non-decision content discarded, retention and residency per tenant (FR-REC-04, FR-REC-05)
The hasty approval hidden	Channel and elapsed time on the record; the pattern read by class (FR-RCH-05)

Sources

Every claim attributed to a source names it in the text as *author*, *work*, *section*; the full references are below. Statements without a citation are Red Bear's own position, developed for Red Bear: Enterprise Decision Intelligence. Quotations are limited to fifteen words.

Cited as	Source	Authority
Bezos	J. Bezos, *2015 letter to shareholders*, Amazon (2016): one-way and two-way doors	Practitioner reference
Aminov, De Smet, Jost and Mendelsohn	I. Aminov, A. De Smet, G. Jost and D. Mendelsohn, *Decision making in the age of urgency*, McKinsey Global Survey (April 2019): decision time poorly used	Practitioner research
Blenko, Mankins and Rogers	M. Blenko, M. Mankins and P. Rogers, *Decide & Deliver*, Harvard Business Review Press (2010): quality, speed, yield and effort	Practitioner research
Oncken and Wass	W. Oncken and D. Wass, *Management Time: Who's Got the Monkey?*, Harvard Business Review (1974): degrees of initiative, from which the dial bands descend	Practitioner reference
Marquet	L. D. Marquet, *Turn the Ship Around!*, Portfolio (2012): "I intend to...", the intent notice	Practitioner reference
Institute of Directors	Institute of Directors, guidance on the role and responsibilities of the board: delegation of authority, not liability	Professional body
Book 1	D. Oliver, *Empower, Trust, Verify*, Book 1 (2026), chapters 6, 7 and 8: the Authorise gate; classes; guardrails	Red Bear
Red Bear	EDI-FSD-01 v3.0 draft; Red Bear Platform Functional Specification RBP-FSD-01	Red Bear

Glossary

Term	Meaning in this paper
Shelf life	The period over which a decision's value decays; gently, sharply at a boundary, or to zero without warning
Desk assumption	Governance designed as though the approver is always in front of a portal
Channel policy	The channels that may and may not carry a decision class, held with its guardrails and enforced before an interaction is offered
Context load	How much material a competent person must hold in mind to decide a class well
Fast lane	A senior decision in one tap in Teams, Outlook, on mobile or by voice, with the stake and policy position shown and the full record one tap away
Channel ladder	Notification matched to the class's urgency: quiet channels first, interruptive ones at defined intervals with a maximum
Presence	Whether a decider is reachable now, through a contract the product consumes; stale resolves to unknown
Cover	A nominated person who receives the holder's work during unavailability with the same authority, in their own name, both names on the record

Term	Meaning in this paper
Temporary delegation	Authority declared by the holder for a bounded period, never wider than their own
Timeout default	A pre-agreed outcome applied and recorded as a decision when nobody decides within the agreed time; never for crisis or safety-critical classes
Intent notice	The decider declares intent, a clock runs, anyone with standing may stop it; on expiry the decision proceeds on notice

The series

This paper is one of ten. Each stands alone and each follows the same nine sections, so a reader who knows one knows where to look in the next.

Paper	Title	Theme
EDI-WP-01	Cartesian Decision Making	Learning what happened next
EDI-WP-02	The Cost of Organisational Indecision	The decision that never gets made
EDI-WP-03	Trust and Verify	Visibility, not control
EDI-WP-04	Delegation Without Losing Governance	The boundary and the room
EDI-WP-05	Building a Decision-Making Culture	Judge the decision, not the result
EDI-WP-06	Decision Impact Analysis	What a decision dataset can and cannot tell you
EDI-WP-07	The Decision-Aware Enterprise	Decisions in flight
EDI-WP-08	Decision Making Anywhere	The channel is part of the governance (this paper)
EDI-WP-09	When Micromanagement Is the Right Management	Oversight is a dial
EDI-WP-21	The Customer Journey	Connect, Observe, Govern, Learn, Compound

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