



RUNNING EXAMPLE

Delegated domain at Lendari: after-sales & returns, handed to agent Margaux (N2).
Card kept by Camille Roussel (DDAO) with Léa Fontaine (after-sales).

PAGE 1/1

1 THE RULE THIS CARD PROTECTS

DELEGATE WITHOUT UNLEARNING

You can delegate a task without losing the skill to judge it. The day you no longer know how, you can no longer supervise. Stop doing long enough and the control gap becomes a competence gap.

2 WORKED EXAMPLE · LENDARI · AFTER-SALES & RETURNS (MARGAUX, N2)

CRITICAL SKILL	WHY CRITICAL	LEVEL TO KEEP	DE-SKILLING SIGNAL
Handle a complex after-sales dispute	Take back control (human handover)	Full mastery	No dispute handled by a human for months
Judge the quality of an after-sales answer	Supervise Margaux	Control capability	The supervisor signs off without reading; real control drops
Know the returns policy and its exceptions	Audit and explain a decision	Full mastery	Only the agent still knows the rules; no human referent left
Decide a goodwill gesture	Take back control (co-decision)	Full mastery	Moot as long as the decision stays a co-decision

3 READING PRINCIPLE

CHOOSING A LEVEL IS GOVERNING

Not everything is kept at full mastery. Choosing a level per skill is already governing. What you do not choose, you lose by default.

WHAT THE CARD PROTECTS

Not Margaux's performance, but the team's ability to judge it. As long as a human can handle a dispute and read an answer critically, the agent stays governable.

The most dangerous signal is never the agent's error: it is the control signed off without being read.