

The Delegation Ladder

Deciding what AI may take on, one decision at a time... and proving it paid off.

WHY IT MATTERS

The delegation goes ungoverned. Most AI governance controls data and systems; very little governs which decisions have been handed to a machine.

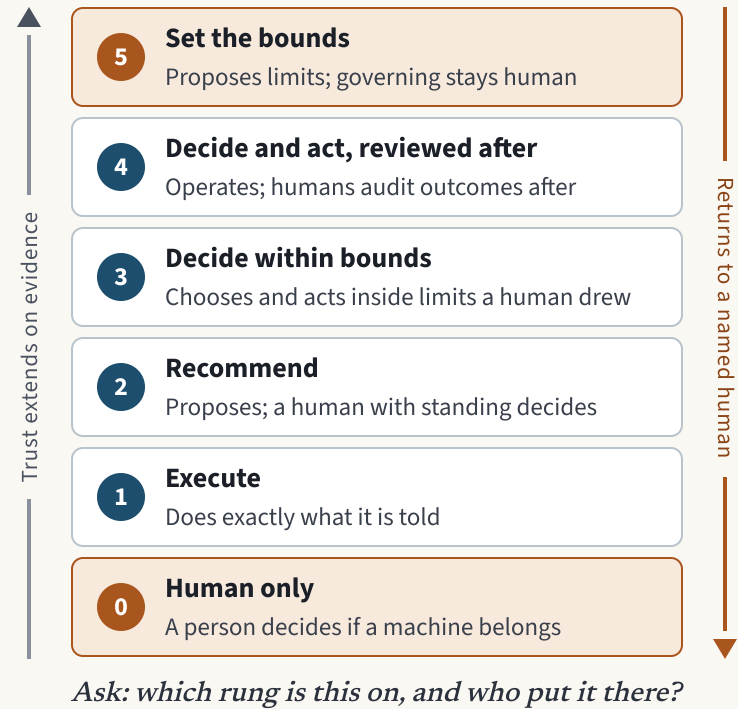
Authority drifts. A system built to recommend ends up deciding and acting, and nobody held the promotion meeting.

Saved time is not yet value. Released capacity becomes value only when someone decides what it becomes, and can show the evidence.

GOVERNING PRINCIPLE

Authority moves by decision, not by drift.

THE LADDER: A LOOP WITH HUMANS AT BOTH ENDS



THE SUPPORTING FRAMEWORK: THREE QUESTIONS ANSWERED IN WRITING

Who decides?	Who can work?	Who benefits?
Every key decision gets a rung, a written grant and one named sponsor who can see, stop and refuse it.	People share one language, and the work runs in order: foundation first, automation last.	Gains are counted on two ledgers, the enterprise's and its people's, with evidence for each.
Ladder · Grant · Sponsor of record	Five stages · Role-based training	Dual Ledger · Cost per accepted outcome

Enforced where the action happens. The Consequence Layer puts a gate between what an agent proposes and what actually occurs, owned by named people and proven by tests.

THE SPONSOR'S THREE QUESTIONS

1. Which rung is this decision on, and who put it there?
2. Who is the one named person who answers for it?
3. What did the saved time become, with evidence?

HOW ORGANIZATIONS START

1. **Foundation** (six weeks): register, grants, named sponsors.
2. **Enablement**: role-based training and a 90-day rhythm.
3. **Value**: a day-90 ledger readout, then quarterly.