

The Delegation Boundary Map

Nine stages of a decision, and who holds each one

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Work one real decision through the nine stages. Write the name of the person who holds each stage in your organisation, today, without calling a meeting. The gaps are the finding.

THE STAGE

WHO HOLDS IT HERE, BY NAME

1 Problem definition

Human retains this entirely

What is actually being solved, and is it the right problem?

2 Intent

Human retains

What is this work for, and what would count as success?

3 Context

Human supplies; AI may organise

What does the system not know?

4 Constraints

Human sets, and sets them before generation

Budget, regulation, risk appetite, what is off the table, and the rejection criteria.

5 Delegation

Human decides, explicitly and in writing

The decision itself: what is being handed over, and on what terms.

6 Generation and execution

AI may execute, within the constraints set at stage four

7 Verification

Human retains, and this is the stage with the hard requirement

The verifier must be capable of detecting the error.

8 Decision

Human, with the override rule stated in advance

On what grounds may the human overrule the system, and on what grounds must they defer?

9 Outcome ownership

Human, named, before the work starts

Not the team, not the function, a person.

THE FOUR TESTS THAT MAKE THE BOUNDARY REAL

The capability test

Could the person verifying this detect the error?

pass / fail _____

The baseline test

Does this arrangement beat the better of human alone and system alone?

pass / fail _____

The naming test

Can you name the accountable person for every stage, today, without a meeting?

pass / fail _____

The reversal test

If this goes wrong, can you reconstruct why the decision was made?

pass / fail _____

Two honest limits. The nine stages are a working framework drawn from practitioner research, not an experimentally validated model, and the map is offered as a decision-forcing device rather than as a proven intervention. Every claim behind it is graded at thesuperskills.com/research/evidence, with what it does not prove stated alongside what it does. Next edition October 2027. If a stage changes, the change will be shown rather than made quietly.