



AUTHORITY TO MAKE A VISIBLE MARK

Pen Licence

For the visibly occupied.

CLASS

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The holder is authorised to demonstrate professional engagement through the visible deployment of a standard writing instrument.

LICENCE HOLDER

CONDITIONS OF LICENCE

01 Visible deployment

Uncap the pen when an observer approaches. Pause thoughtfully to establish that something worth recording is about to occur.

02 Meeting notation

Record enough words to demonstrate engagement. Underline to indicate attention. Underline twice to indicate serious attention.

03 Document accompaniment

Carry with a folder as evidence of urgent business. Proceed with purpose, even when the next step is another meeting.

04 Provisional markings

Ticks, arrows and boxes indicate progress. Refer any mark resembling a final decision to the appropriate meeting.

SCOPE OF AUTHORISATION

Valid in meetings, corridors and any location where a notebook may be mistaken for a plan. Renewal is automatic upon presentation of a replacement pen.



ISSUE DATE

REFERENCE NUMBER

ISSUING OFFICER

Please retain this licence. Its loss will require a written explanation.



RECOGNITION OF OBSERVABLE PROFESSIONAL ACTIVITY

Certificate of
Perceived Productivity

THIS CERTIFIES THAT

RECIPIENT

has maintained an exemplary appearance of purposeful activity through strategic note-taking, well-timed nodding and the confident movement of documents.

EVIDENCE ACCEPTED BY THE DEPARTMENT

ATTENDANCE

Presence was recorded.
The calendar concurs.

ENGAGEMENT

Notes were taken.
Several were underlined.

PROGRESS

Documents circulated.
A further meeting was
arranged.

*Visible effort has been observed.
Outcomes remain under review.*



DATE OF RECOGNITION

ISSUING OFFICER

Valid wherever activity is mistaken for progress.



FIVE PHRASES FOR IMMEDIATE DEPLOYMENT

Emergency Busy Phrases

For occasions when a response is required
and a conclusion would be premature.

01 “We’re aligning around next steps.”

Deploy when agreement is the next step. Keep further steps provisional so alignment can continue.

02 “That’s definitely on our radar.”

Acknowledges the issue without requiring movement. Its location has been confirmed.

03 “Let’s circle back once we’ve synced on that.”

Further circling is authorised once synchronisation is complete. Evidence of an initial circle is not required.

04 “We’re still calibrating priorities this quarter.”

Calibration is recognised as progress. No change to priorities is required.

05 “Good question — let’s park that for Phase Two.”

Provides the question with a location outside this meeting. Phase Two need not have a commencement date.



*Where possible, conclude with an action
to arrange further discussion.*

Report any resulting decision as an exceptional event.