

A FIELD MAP FROM THE BOOK

The Invisible Tax

the coordination cost your scoreboard cannot see

> THE AGILITY CHAIN <

$$\text{Agility} = \frac{\text{Direction} \times \text{Flow} \times \text{Learning}}{\text{Coordination Cost}}$$

← the three links
you build

Coordination Cost

the invisible tax
you pay →

> WHERE THE TAX HIDES <

① the extra meeting



② the copied approver



③ the decision relitigated



④ the work done twice

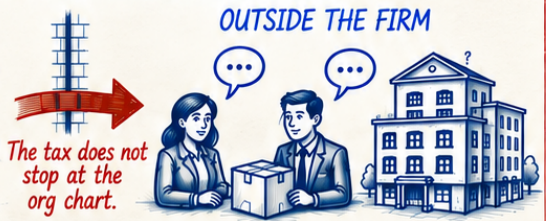


> THE TAX CROSSES THE BOUNDARY <

INSIDE THE FIRM



OUTSIDE THE FIRM

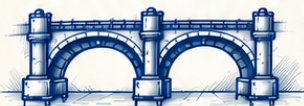


The tax does not
stop at the
org chart.

What the organization cannot coordinate **internally**,
customers and partners must coordinate around **externally**.

> WHAT SITS UNDERNEATH <

RELATIONSHIPS — set the rate



TRUST — is the gauge



COORDINATION COST — is what you pay



Do not tap the glass. Repair the relationship underneath it.

≡ REDUCE FRICTION. INCREASE MOMENTUM. ≡

What the tax looks like *in the wild*

read them as evidence, not anecdote

① THE ARROWS

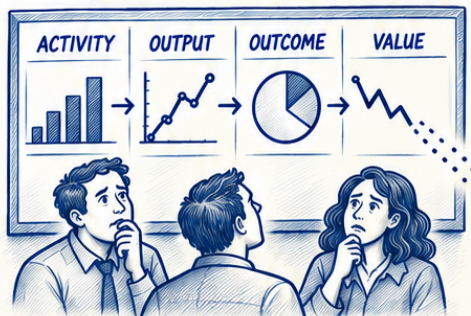
We built the boxes.
Nobody built the arrows.



The operating model is the connective tissue between the boxes.

② THE SCORECARD

Every number in it is true.



Faster at the things that did not matter.

③ THE FRACTURE

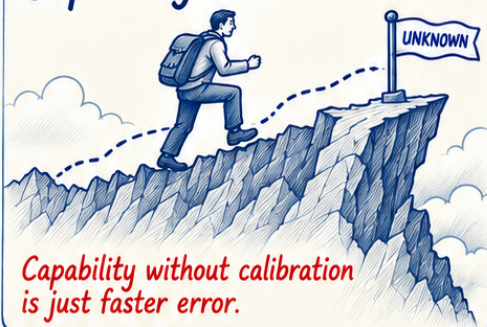
Visibility or surveillance?



The technology worked.
The shared language did not.

④ THE JAGGED FRONTIER

Capability needs calibration.



Capability without calibration
is just faster error.

THE OPERATING CYCLE



A chain is a state you maintain, not a thing you install.



Aaron Monroe

The Invisible Tax

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SCAN FOR THE BOOK