

KEYNOTE INFOGRAPHIC THE INVISIBLE TAX

Why better technology cannot fix a disconnected organization

**"Never lose sight
of the work."**

Technology is the tool.
Coordinated human action is the work.



THE STORY BEHIND THE MODEL

1 THE CUSTOMER JOURNEY

The customer never saw the handoffs.

Connection moved the answer.
Context moved the meaning.
Coordination moved the customer.



2 THE HOTEL

The dashboards transferred.
The relationships did not.

A system can move information
without moving shared understanding.



3 TWO LEADERS

Same institution. Two coordination economies.

Relationship capital moved context before the request.
Scorched earth added repair work to every handoff.



4 REMOTE TRANSFORMATION

Relationships became our operating infrastructure.

When formal routines broke,
accumulated trust carried the load.



THE TAX COLLECTS AT THE SEAMS



Function to function



Executive to team



Organization to customer

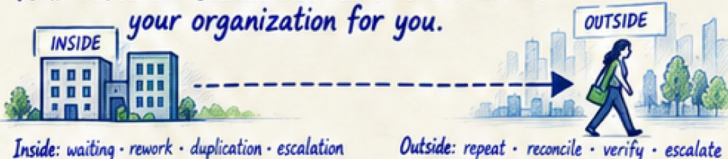


Human to agent

Meaning, authority, and trust must cross every boundary the work crosses.

THE EXTERNAL TAX

Your customer should not have to coordinate
your organization for you.



The same tax. A different boundary.

THE AI QUESTION

AI can remove coordination—or relocate it.



REMOVES

- ✓ Handoffs
- ✓ queues
- ✓ search
- ✓ routine admin

RELOCATES

- ✓ Exceptions
- ✓ judgment
- ✓ verification
- ✓ accountability



Every automation removes a task. What else does it remove?

THE SEAM FIELD GUIDE

Repair one seam before buying more capability.

PEOPLE
BRIDGES
POSSIBLE
OUTCOMES.

1. THE SEAM TEST

Every consequential seam asks four questions.

1 Are we pursuing the same outcome?



direction

2 Do we mean the same thing?



shared meaning

3 Who decides?



decision rights

4 Can we disagree and still move?



relationship capacity

A tool placed on an unresolved seam usually makes the seam faster—not healthier.

2. DIAGNOSE THE BINDING CONSTRAINT

The same symptom can have different causes.

TECHNICAL



Capability is missing.

STRUCTURAL



Authority, workflow, or incentives are wrong.

RELATIONAL



Trust or shared context is thin.

EVIDENCE

waiting • rework • verification • escalation • adoption gaps

Inspect the seam before choosing the intervention.

3. REPAIR THE MECHANISM



PURPOSE

Name the joint outcome and sacrifice.



RELATIONSHIPS

Build the depth the seam requires.



DECISIONS

Clarify authority, guardrails, and exceptions.



ABSORPTION

Integrate capability into real work.

More communication can raise the tax when the mechanism is unclear.

4. MATCH RELATIONSHIP DEPTH TO THE WORK

Not every seam needs a partnership.



Increase depth as ambiguity, dependence, and consequence rise.

WHEN THIS TALK ENDS

1



MAP ONE SEAM

Choose a consequential outcome.

2



MEASURE ONE SIGNAL

Waiting, rework, verification, or escalation.

3



REPAIR ONE MECHANISM

Purpose, relationship, decision, or absorption.

MONDAY MORNING

Ask one question:

"What did we make people repair this week?"

Trace the repair upstream—to missing context, authority, capability, or trust.

