

PREVIEW EDITION · THE OPERATING LIBRARY

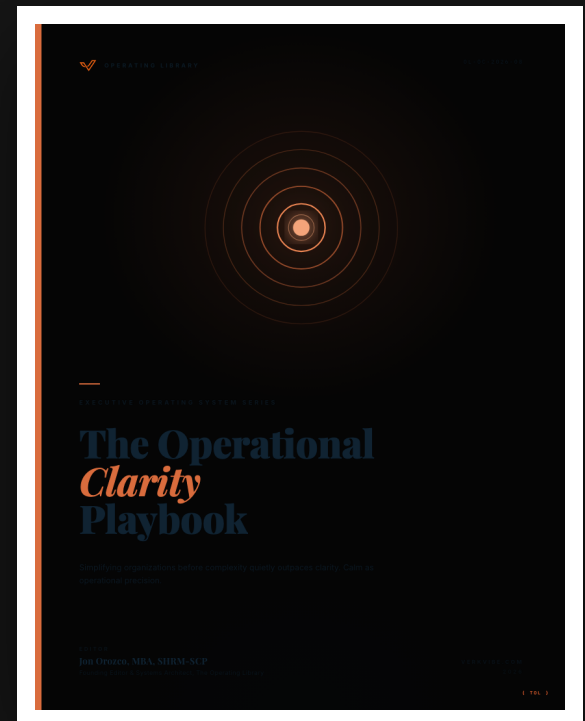
The Operational Clarity Playbook

The six invisible taxes complexity charges you, the operational simplicity framework, and the audits that find between thirty and fifty percent of recurring activity is removable.

39 PAGES

One complete framework, shown in full. The operating system that surrounds it lives inside the volume.

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WORLD-CLASS OPERATING KNOWLEDGE

01

THE PROBLEM THIS REMOVES

02

ONE COMPLETE FRAMEWORK,
IN FULL

03

WHAT THE FULL VOLUME
HOLDS

04

HOW TO OWN IT

THE FRAMEWORK · SHOWN IN FULL

The Six Invisible Taxes of Complexity

None of these appear on a budget line. All of them are paid weekly, by everyone, and they compound. Naming them is the first step to removing them.

- 1 THE DECISION TAX**
Simple decisions require excessive coordination. A choice that one informed person could make in a minute instead consumes three calendars and a thread, because nobody is certain they are allowed to decide it alone.
- 2 THE COMMUNICATION TAX**
Clarifying replaces executing. When intent does not survive the handoff, the organization spends its capacity restating itself, and the restatement feels like work because it fills the day.
- 3 THE COGNITIVE TAX**
Fragmented systems get held in individual memory. Every person maintains a private map of which system is authoritative, and that map leaves the building when they do.
- 4 THE SPEED TAX**
Friction accumulates at every handoff. No single handoff looks expensive. Seven of them turn a three day cycle into fourteen, and nobody can point to where the time went.
- 5 THE TRUST TAX**
Confusion erodes confidence. When people cannot predict how a decision will be made, they hedge, they pre-socialize, and they build coalitions before meetings that should have been decisions.
- 6 THE ACCOUNTABILITY TAX**
Outcomes belong to no one until they fail, at which point they belong to everyone. Unowned outcomes are the most expensive kind, because the cost surfaces only after it can no longer be prevented.

HOW TO USE IT

Run a noise audit across meetings, reporting, communication, workflow, and leadership. The first audit takes a full week. Every audit after that takes an afternoon.

INSIDE THE VOLUME

You just used one. The system has more.

39
PAGES

FRAMEWORKS, TOOLS & TEMPLATES INSIDE

- | | |
|---|---------------------------------------|
| + The Operational Simplicity Framework (six principles) | + The Simplicity Stress Test |
| + The Communication Compression Framework (five compressions) | + The Noise Audit (five domains) |
| + The Friction Audit and handoff scoring | + Workflow mapping (six elements) |
| + The Operational Debt Equation | + Six signs a workflow needs redesign |
| + The Busyness Trap | |

AFTER THIS VOLUME YOU CAN

- Name the six taxes complexity is charging your organization every week
- Identify the thirty to fifty percent of recurring activity that is removable or asynchronous
- Score every handoff and know which ones need redesign inside two weeks
- Prune approvals that have never produced a rejection or material change
- Set decision thresholds so reversible calls stop reaching the executive layer

A report that does not change a decision is performance. Information without an owner is just inventory. The team with the most meetings rarely has the most documentation, and these facts are related.

START HERE

The Operational Clarity Playbook

THEN READ

Pairs with Vol. 05 (The Meeting Operating System) and Vol. 06 (Documentation Before Delegation)

OWN THE SYSTEM

The Complete Library

OWN THE VOLUME

The Operational Clarity Playbook

Founders, COOs, and operations leaders at organizations between five and five hundred employees who are busier than they are effective.

- ☐ 39 pages
- ☐ The six invisible taxes
- ☐ The operational simplicity framework
- ☐ Noise audit and friction audit
- ☐ The communication compression framework

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MORE THAN ONE FRAMEWORK

The framework you just used is one piece. The volume is the whole operating system.

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