



HARD

Truths

Thinking Tool

Chapter 2 - Expose The Actual Cost: Making The Hidden Impact Visible

Time box yourself to a 5-minute maximum. Be sure not to edit or overthink as you write.

Chapter Highlights

Stop watching the wrong scoreboard; expose the hidden costs behind the chronic relationship issue.

Tally the tiny signals, delayed decisions, and hidden organizational cost.

Key Question: How much is your passivity costing the organization?

Step 1: Identify the tiny visible and invisible signals in the boardroom. Keep to what you observed, felt, or were later told. Write short phrases, 7 words or less.

Signal Type	You	Your executive	Other executives
Visible			
Invisible			

Step 2: Choose the most consequential signal from Step 1. Follow the hidden organizational cost trail into time, process, money, missed opportunity, people, and energy. Add as many numbers as possible.

Time	Process	Money / Missed Opportunity	People / Energy

My passivity is costing the organization by: _____

EXAMPLE:

Step 1: Identify the tiny visible and invisible signals in the boardroom. Keep to what you observed, felt, or were later told. Write short phrases, 7 words or less.

Signal Type	You	Your executive	Other executives
Visible	<i>I did not address Derek's disregard for others. I proposed a separate meeting.</i>	<i>Derek demands swift action for operations.</i>	<i>Emily (VP Sales) looked frustrated then went quiet. Josh (CFO) commented in agreement. Kevin (VP Admin) started looking at his phone.</i>
Invisible	<i>Jaw tightened, heart raced. Avoided direct eye contact with Emily. Kept replaying the frustration.</i>	<i>Derek asked for Josh's support. (Josh told me)</i>	<i>Emily vented on Kevin. (Kevin told me)</i>

Step 2: Choose the most consequential signal from Step 1. Follow the hidden organizational cost trail into time, process, money, missed opportunity, people, and energy. Add as many numbers as possible.

Time	Process	Money / Missed Opportunity	People / Energy
<i>Sales had at least 4 internal meetings. Product approval meeting moved for Derek meeting. (5-day delay)</i>	<i>Sales created a 'defence' presentation. (60 mins, 40 pages) Emily set up time to pre-review with me. (60 mins) Sales proposed Ops sign-off on new plans. Ops team reviewing Sales proposal. (7-day delay)</i>	<i>15 hours of overtime for sales analysts. (\$1,500) Product launch schedule adjusted (tightened 5 days).</i>	<i>Top Sales analyst reprioritized on short notice. (Product launch stressed by 5 days) Sales-Ops silos deepened. Emily quiet in next 2 boardroom meetings.</i>

My passivity is costing the organization by: adding layers of work, delaying decisions, burning out top performers, and teaching the executive team to handle conflict behind the scenes