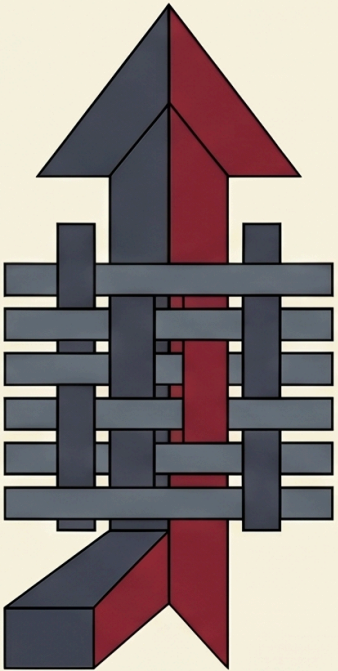


The Control Tax: The Hidden Cost of Over-Management

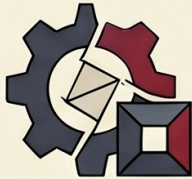
Senior leaders hire high-capability talent but often stifle them with 'control-based management,' eroding autonomy and agility. A shift toward trust-based design is essential.

The Toll of the Control Tax



**0.5x to 2.0x
Annual Salary**

Financial cost to replace a single mid-career professional lost to over-management.



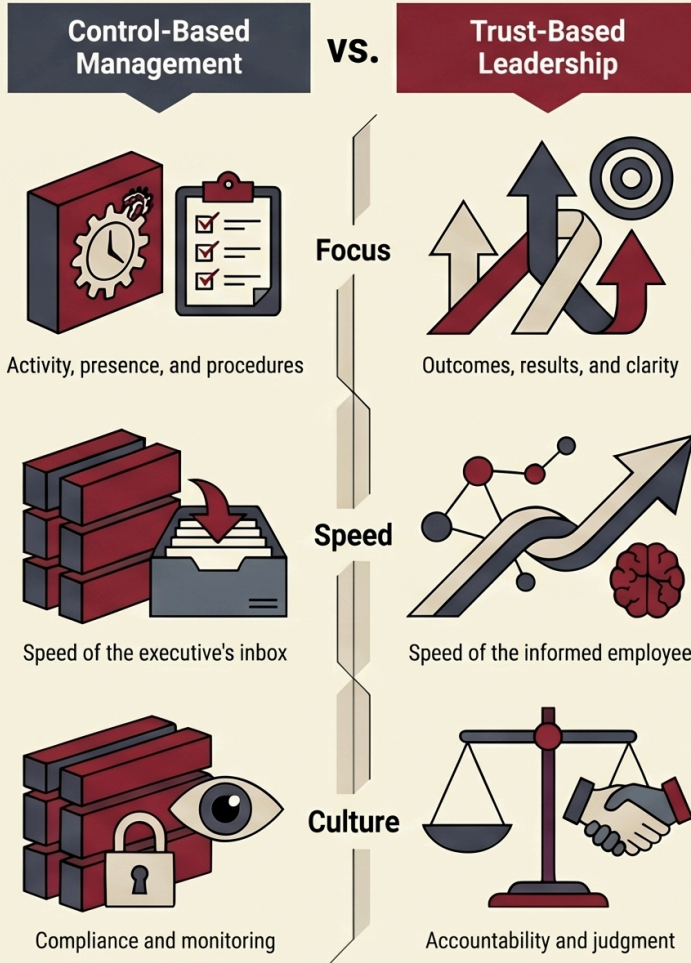
Discretionary Effort Withdrawal

Top performers stop proposing innovations when oversight feels beneath their capability level.



Innovation Suppression

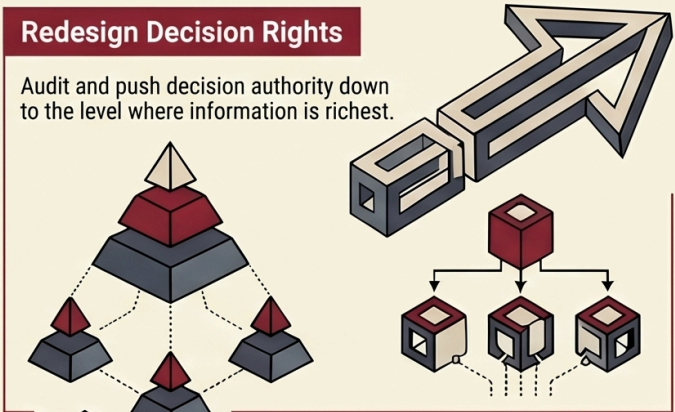
Environments lacking psychological safety prevent teams from surfacing errors or experimenting.



Designing for Judgment

Redesign Decision Rights

Audit and push decision authority down to the level where information is richest.

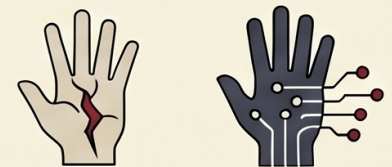


Shift to Outcome-Based Metrics



Define success by results and objectives rather than tracking hours or meetings.

Model Psychological Safety



Leaders must openly model fallibility to ensure bad news travels fast.