

Teel & Company

STRATEGISTS AND CPAs

ENTERPRISE EXECUTION · MAPS NO. 01

Building the Enterprise That Runs on Structure, Not Effort

Nine structural visualizations for enterprise leaders

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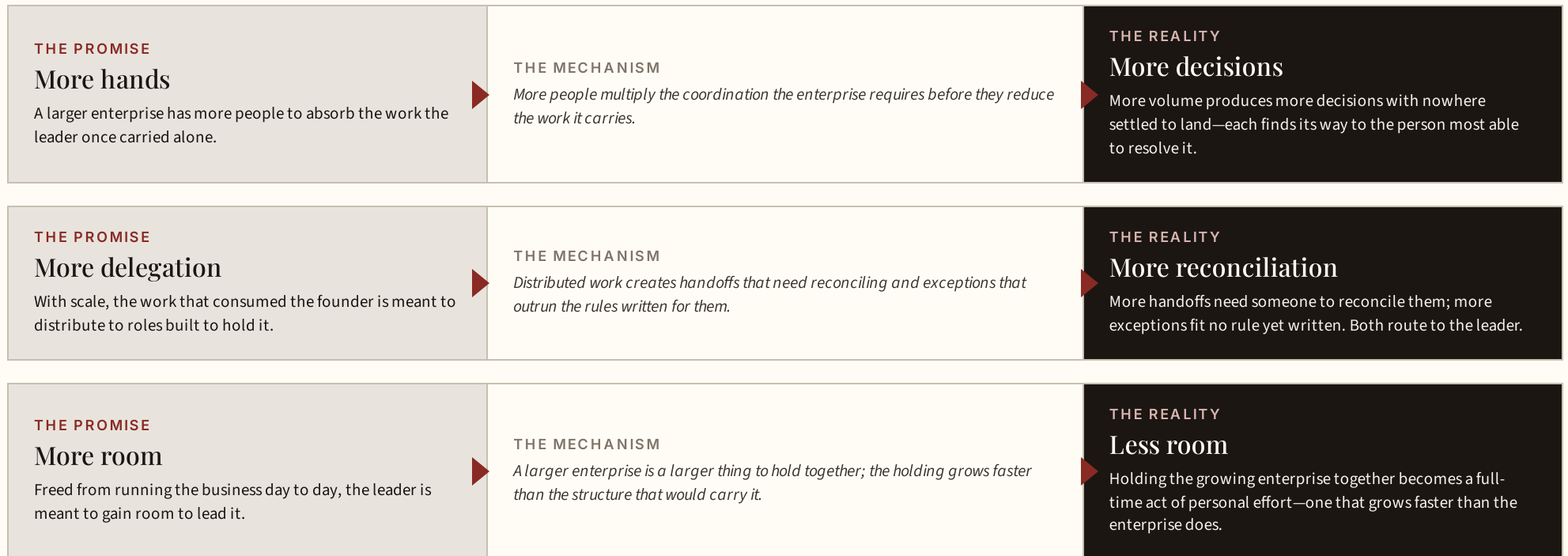
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THE INVERSION

What growth gives, growth takes back

Each thing growth was supposed to give the leader, it takes back through the same motion that promised it. The promise and the reality are not opposites; they are one motion seen at two moments.



THE READING

Read across, the three tracks share one destination. Every promise growth makes to the leader is repaid to the same address—the person most able to decide, reconcile, and hold. The inversion is not three problems; it is one motion, arriving three ways.

See [Fieldwork Slide No. 02](#) · See [Field Note No. 01-A](#)

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THE THREE MOTIONS

Telling the three motions apart

Every enterprise moves in three ways at once, and its motion is always one of three kinds. Telling them apart is the first thing a leader has to be able to do—because the proportion among them is the reading.

PROPAGATION

runs on its own

DEFINITION

Work that advances from decisions already made, whether or not anyone attends to it.

HOW IT SHOWS UP

Momentum the enterprise carries without anyone touching it—the compounding result of structure already in place.

ACTION

the structure carries it

DEFINITION

Decisions landing where they should, without waiting—most of the motion when structure fits.

HOW IT SHOWS UP

Work moving to resolution at the level built to resolve it, without arriving at the leader.

INTERVENTION

a person steps in

DEFINITION

Work that advances only because someone supplies what the structure does not.

HOW IT SHOWS UP

The handoff that needs re-explaining, the decision that routes upward, the exception no rule yet covers—motion that exists only because a person carried it.

THE READING

Occasional intervention is normal—every enterprise needs a person to step in sometimes. Constant intervention is the clearest signal a leader has that something structural has given way. The reading is never one motion; it is the proportion among the three, and whether the share carried by Intervention is growing.

See [Fieldwork Slide No. 03](#) · See [Field Note No. 01-F](#)

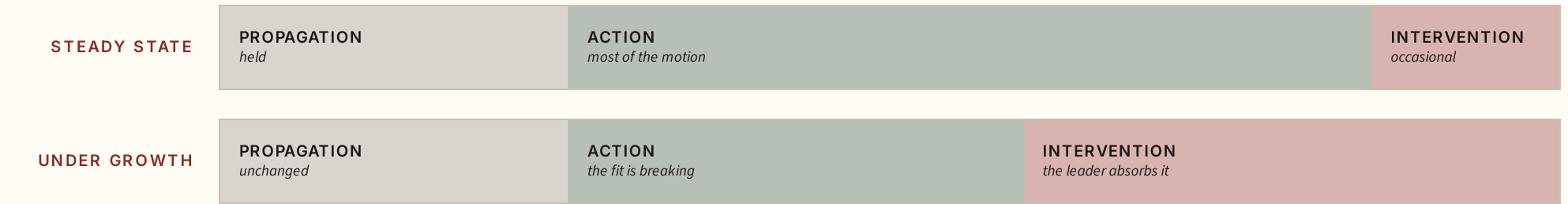
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THE SHIFT

What growth does to the balance

Growth does not add a fourth motion; it changes the balance among the three—and the leader is the one who absorbs the change.



PROPAGATION HOLDS

Already-made decisions advance on their own; scale does not touch it.

ACTION SHRINKS

The fit between structure and the work it must carry breaks as the enterprise outgrows the structure built for a smaller one.

INTERVENTION GROWS

The share Action can no longer carry routes to the only motion that absorbs unplaced work—a person stepping in, and the person with the most context is the leader.

THE READING

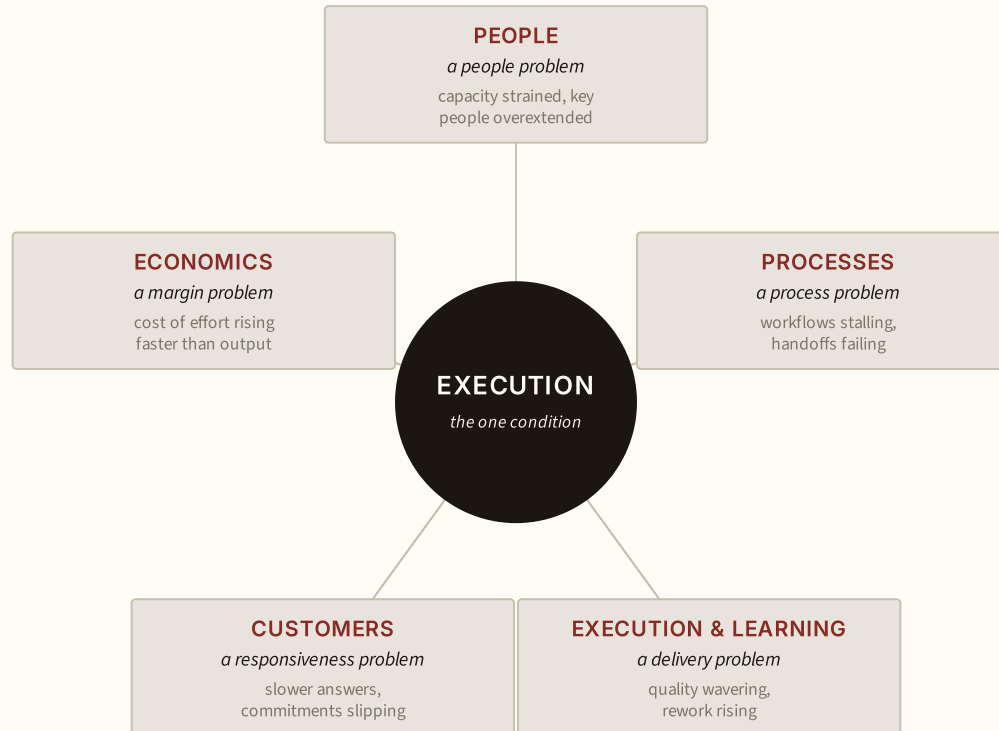
Growth does not create a new kind of work; it re-weights the work that was always there, and the added weight lands on the leader. The shift is not random: it is the structure failing to grow as fast as the work it must carry.

See [Fieldwork Slide No. 04](#) · See [Field Note No. 01-G](#)

THE READING

One condition, five surfaces

The condition does not stay in one place; it surfaces wherever the enterprise does its work—and reading it requires seeing all of those places at once. Five Enterprise Domains™.



THE READING

Each surface invites its own remedy—hire for People, re-engineer Processes, push Delivery, reassure Customers, cut for Economics. They are not five problems. Read separately, five things are treated and none is resolved. Read from the center, they are one condition, surfacing five ways.

See [Fieldwork Slide No. 06](#) · See [Field Note No. 01-D](#)

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THE TRUTH SURFACE

Where the truth reads first

Execution registers the truth before any report does—before the financials, before the leader has consciously recognized the pattern. The signals are early, specific, and free, if read as information rather than as failure.



THE READING

Good is not the absence of these signals—it is a leader who reads them on time. The earliest signal is also the freest, and the one most often dismissed as ordinary friction. Reading execution as information, not failure, is reading the truth before it costs anything to learn.

See [Fieldwork Slide No. 07](#) · See [Field Note No. 01-H](#)

THE FALSE FIXES

The right tools for the wrong problem

Faced with the condition, the instinct of a capable leader is to apply more—more effort, more people, more oversight, more planning. Every one of those makes the condition worse.

01 HIRE INTO IT

THE RIGHT ANSWER TO
a capacity problem—too few hands for the work

WHY IT BACKFIRES HERE
Adds people who also need someone to step in. More to coordinate, not less.

02 ADD OVERSIGHT

THE RIGHT ANSWER TO
a control or visibility problem—work running unwatched

WHY IT BACKFIRES HERE
Adds meetings that consume the very attention structure should free.

03 EXPAND PLANNING

THE RIGHT ANSWER TO
a coordination-of-the-known problem—effort uncoordinated

WHY IT BACKFIRES HERE
Produces more artifacts and no more structural carry.

04 WORK HARDER

THE RIGHT ANSWER TO
a problem of insufficient effort—not enough hours applied

WHY IT BACKFIRES HERE
Buys a day at the cost of the attention that builds the fix.

THE READING

Each is the right answer to a different problem—a capacity problem, a control problem, a coordination problem, a problem of insufficient effort. This is none of those. The reflexes that built the enterprise are the wrong tools for this condition; effort applied to a structural problem does not solve it; it accelerates it.

See [Fieldwork Slide No. 10](#) · See [Field Note No. 01-E](#)

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WHERE IT BEGINS

The first act is a reading

Before anything is rebuilt, the leader has to read which motion now dominates the enterprise. The first act is one of seeing, not fixing—a reading of the present condition that everything else follows from.

THE ORIGINATING ACT

Read the present condition

Of all the motion in the enterprise right now: how much runs on its own, how much the structure carries, and how much advances only because someone steps in. The answer is not in a report—it is in the leader's own week.



FOLLOWS FROM THE READING, ORDERED BY IT

Sequence from the reading

The rerouting, the rebuilding, the restoring of attention all follow from that reading and are ordered by it. None of it can begin until the reading is made.

THE STANDING CAPACITY BENEATH IT ALL

Hold the discipline

Not more effort, and not less involvement, but the standing capacity to see which way the enterprise is already moving.

THE READING

Everything begins with seeing. The reading comes first; the sequencing follows from it and is ordered by it; the discipline is the standing capacity that holds it all in place. The first act is not a fix but a reading the rest depends on.

See [Fieldwork Slide No. 12](#) · See [Field Note No. 01-C](#)

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THE WHOLE ARGUMENT

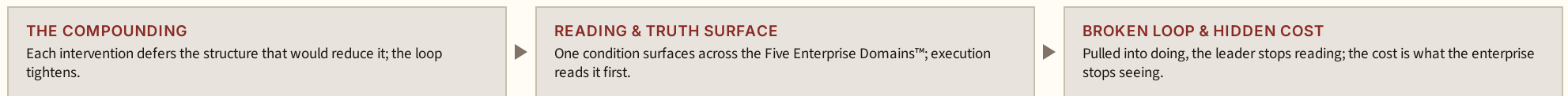
The argument in one line

Growth pulls the leader in; the pulling-in compounds and hides itself; the way out is not more effort but a reading and the structure that follows from it. Read end to end, the edition is one connected argument.

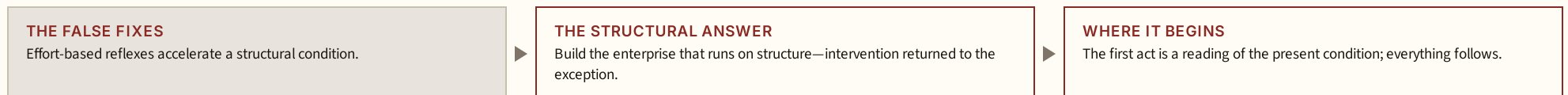
LEG ONE · THE PROBLEM



LEG TWO · WHY IT COMPOUNDS



LEG THREE · THE ANSWER — THE ARGUMENT TURNS FROM DIAGNOSIS TO ANSWER



THE READING

The edition is one line. Growth pulls the leader in; the pulling-in compounds and hides what the enterprise can no longer see; effort makes it worse; and the way out begins not with a fix but with a reading. After the false fixes, the argument turns from diagnosis to answer—and the answer is structure, not effort.

See [Fieldwork Slide No. 03](#) · See [Field Note No. 01-E](#)

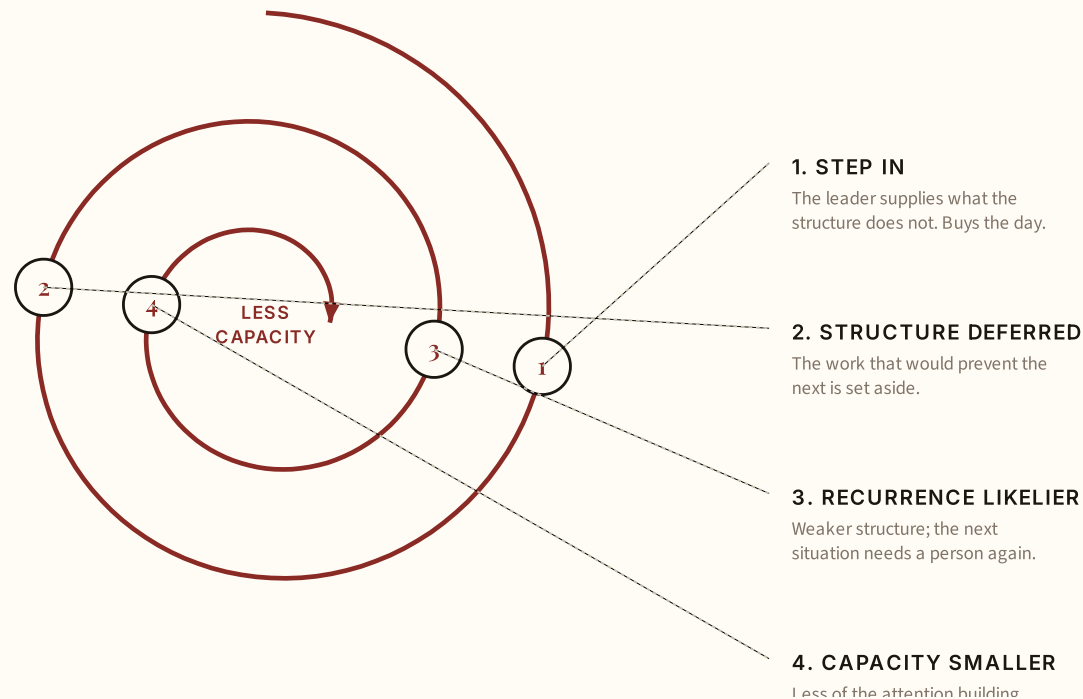
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THE COMPOUNDING

Why stepping in feeds on itself

Every time the leader steps in, the structural work that would have prevented the next time gets deferred. Intervention does not just persist—it consumes the very capacity required to end it.



Each intervention buys a day and costs the future.

THE READING

Intervention does not just persist; it consumes the very capacity required to end it. The loop does not hold steady—it tightens with every turn. Stepping in is the one response that makes the next stepping-in more certain.

See [Fieldwork Slide No. 05](#) · See [Field Note No. 01-B](#)

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