

The Success Tax

Every solution creates a new responsibility.

*The success tax is the **new problem created by a decision working exactly as planned**. Leaders prepare for failure far more often than they prepare for success, and success is what quietly runs up the bill.*

Most planning stops at "will this work." Budgets, hiring plans, and timelines are usually built around the decision itself, not around what the organization will owe once it succeeds. That gap is rarely visible in the room where the decision gets made. It shows up months later, in the form of a manager who is suddenly stretched thin, a system that was never built for this much volume, or a leadership team quietly absorbing work nobody planned for. The success tax is not a sign the decision was wrong. It is the cost of growth that was never named out loud.

HOW IT MOVES

A Decision Is Made

A hire, an acquisition, a new product, an expansion



It Works Perfectly

The plan succeeds exactly as it was intended to



A New Cost Appears

Complexity, capacity, or oversight nobody budgeted for

WHERE IT SHOWS UP

GROWTH

Revenue increases, but systems built for a smaller organization begin to strain quietly, usually before anyone thinks to rebuild them.

A NEW HIRE

The role gets filled, but someone now has to manage, train, and correct their early work, often on top of a full plate already.

AN ACQUISITION

The deal closes, but two cultures, two systems, and two client bases must now be integrated, and integration is its own full-time job.

A NEW PRODUCT

The launch succeeds, but support, fulfillment, and service now carry a permanent new load that rarely shrinks back down.

ASK BEFORE YOU DECIDE

"If this goes perfectly, what will we now be responsible for that we aren't responsible for today?"

See Where This Is Already Forming In Your Organization

A short conversation is often enough to name where the next success tax is quietly building, before it becomes an expensive surprise.

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