ANDYGROVE.SYSTEMS TECHNICAL MONOGRAPH & CPD SYLLABUS // REPORT NO. GRV-COO-2026-03
When Half Your Workforce Runs on Tokens, Management Is Production.
High Output Operations for Human + Agent Teams: Limiting Steps, Queueing & L0-L3 TRM
Continuing Education Hub (42 PDH/CPE/CPD Hrs): https://andygrove.systems/education
Fresh 2023-2026 Preprints for Upskilling: https://andygrove.systems/preprints
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1. MANAGERIAL LEVERAGE EXTENSION & NEW HUMAN BOTTLENECK
  Managerial Output = Sum_k (Activity_k x Leverage_k) [Grove Ch. 3, 1983 / Vintage 1995]
  * Supervised agents multiply positive leverage inside Output(org) without double-counting.
  * Manual human rewrites of agent drafts create negative leverage (’managerial meddling’).
  * Fast token generation (r_A >> r_H) shifts the throughput bottleneck to human review:
      Theta_sys = min(lambda, min_i N_i * r_i / v_i) (N_i servers, v_i visits per job)
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2. CORE COO EQUATIONS (UNIFIED r, u, t, lambda, W NOTATION)
  [EQ-01] Cost/Verified Outcome: C_ver = (c_tok + p_esc*w_H*t_H + p_err*c_fix) / Y_FPY
  [EQ-02] Little’s Law (1961): L = lambda * W; Cap: min(lambda, min N_i*r_i/v_i) [N_i servers, v_i visits/job]
  [EQ-03] Kingman Queue (1961): W_q ~ [(c_a^2 + c_s^2)/2] * [u/(1-u)] * t (policy u<0.82: 4.6x vs 19x @ 0.95)
  [EQ-04] Critical-Path Anchor: Offset-schedule parallel agent tasks around Limiting Step (Ch. 1)
  [EQ-05] Entry Defect Filter: Catch bad inputs at Stage 00 before costly reasoning/human pods (Ch. 1-2)
  [EQ-07] L0-L3 Wilson TRM (Ch.12): L0 <0.75 Shadow | L1 0.75-0.90 Gate | L2 0.90-0.97 SPC | L3 >=0.97 Auto
  [EQ-09] Halfin-Whitt Staffing: N_H = ceil((lambda_esc/r_H) + beta * sqrt(lambda_esc/r_H))
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3. CONTINUING PROFESSIONAL DEVELOPMENT (42 PDH / CPE / CPD HRS) & FRESH PREPRINTS
  * 6 Open-Access Courses (/course/cpd-01..06) + Colab Lab (/colab.ipynb)
  * 16 Fresh Preprints (/preprints): Bartolucci & Vivo (2605.27202), AgentRouter (2609.22951),
    Tran & Kiela (2604.02460), Wang (2610.41129), CascadeDebate (2604.12262), Baek (2602.12631),
    Tomasev (2602.11865), DelegationBench (2610.05532), MAST (2503.13657), NBER w33641 & more.

NODE 01 (IE / OR / BizOps / SPC Pods, $20-45/hr): https://andygrove.systems/#apply
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