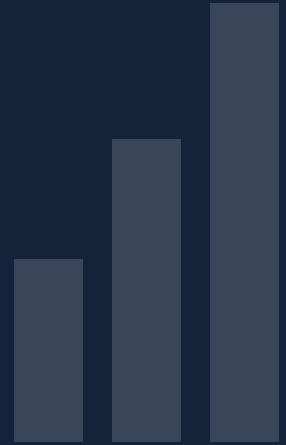


What clarity delivers



Seven improvement opportunities for leadership teams of organisations with 25 to 250 employees. What it costs if everything stays as it is, and what it delivers when things become clear for everyone: in money, for your customers and for your people.

A lack of clarity has a price

In almost every company a lot of time is lost on things nobody notices anymore. Coordination that does not quite work. Assignments that are understood differently. Work that has to be done again. It is not in any budget, but you pay for it every day.

Four ways time is lost

Meetings

Status meetings just to stay informed, with too many people and no decision. 72% of meetings are seen as ineffective.

Searching and waiting

Information that is not in one place. Decisions that all go through one person. Knowledge workers spend almost 20% of their week searching.

Rework

Doing something again or putting it right, because the assignment was unclear or everyone does it their own way. The customer notices first.

Interruptions

No agreements on deadlines and focus time. Concentrated work keeps getting interrupted, and a lot of time is lost.

Example: 80 employees, €50,000 salary, 15% staff turnover. Only what exceeds a reasonable level is counted.

Area	You now versus reasonable	Extra per year
Role of the manager	Turnover 15%, reasonable is 10%	€76,000
Goals and priorities	1.5 h of status meetings a week, reasonable is 0.5 h	€141,000
Roles and decision rights	30 min a week waiting and checking, reasonable is 10	€47,000
Way of working	1 h of rework a week, reasonable is 15 min	€106,000
Information	Extra search time, for half of the employees	€173,000
Onboarding	24 weeks to full speed, reasonable is 16	€71,000
Attention for the person	Absence 5.4% (NL), reasonable is 4.4%	€52,000
Customers and ideas	0.5% extra customer loss	€19,000

€684,000

per year in unnecessary extra costs. That is about €8,500 per employee, or €57,000 for every month that things stay as they are.

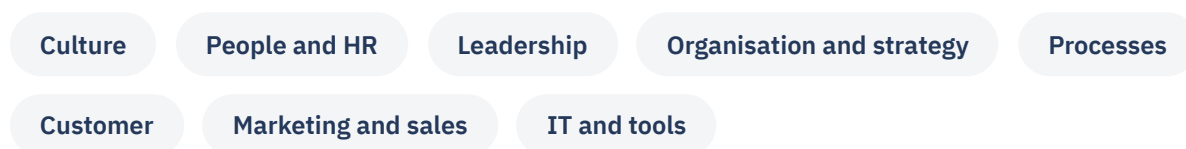
€18,900

is the cost of one skilled employee leaving: 38% of an annual salary. Most of it lies in the months before a successor works at full strength.

The same method as the calculator on improfit.com/en, where you can enter your own figures. Amounts rounded. Employment costs 1.3 times salary, 1,625 productive hours and 44 working weeks per year, revenue of €120,000 per employee with a 40% margin. Sources: Oxford Economics (2014), Atlassian (2024), McKinsey (2012), Grammarly and Harris Poll (2022), Gallup, CBS (2019, 2025), Shi et al. (2017). Indicative, not a promise.

Everything is connected

Look at an organisation from the inside and you find room for improvement in every area. Culture, people, leadership, strategy, processes, customers, sales and IT. The difficulty is not that there are many. The difficulty is that they reinforce each other.



Three chains I often see



Why separate measures rarely work

Training without clear goals evaporates. More freedom without guidance creates unrest. A new meeting does not solve a lack of clarity. Turn one knob and the problem shows up somewhere else. It takes a focused approach that improves everything together, with the leadership team setting the example.

What I believe in

Clarity first, then quality follows

When everyone knows what is expected and how the work is best done, things go right the first time more often. For customers and for your people.

Clear for everyone

Leadership, employees and customers all deserve clarity. Each role needs something different.

Transparent in both directions

The leadership team shares goals and concerns. Employees can say anything, and every idea gets an answer within five working days.

Those who do the work know how to improve it

The best ideas come from the shop floor. One best way of working, which everyone may improve.

Where the gains are

Do you recognise one or more of these seven? Then there is something to gain: in time, money, quality and enjoyment of work.

1	Goals WHAT YOU SEE The goals live in the managing director's head. Teams work hard, but not always on the same thing.	OPPORTUNITIES Focus, less duplicate work, and people who know why their work matters.
2	Decisions WHAT YOU SEE Everything goes through the managing director. Decisions wait, and the director cannot get away.	OPPORTUNITIES Faster decisions, ownership, and a company that also runs when you are not there.
3	Meetings WHAT YOU SEE Meetings on Monday, meetings on Tuesday. Lots of catching up, few decisions.	OPPORTUNITIES With 80 employees, half an hour less in meetings per week is worth about €70,000 a year.
4	Way of working WHAT YOU SEE Everyone does it their own way. Quality depends on who the customer happens to deal with. Knowledge lives in people's heads.	OPPORTUNITIES The same quality for every customer, less rework, and employees who help think about improvement.
5	Assignments WHAT YOU SEE Everyone remembers something different about an assignment. The misunderstanding only shows at delivery.	OPPORTUNITIES Work that is right the first time. Less frustration on both sides.
6	Development WHAT YOU SEE Feedback comes once a year. Talent does not grow, or grows away.	OPPORTUNITIES 63% of leavers say their employer could have prevented them from leaving.
7	Customer WHAT THE CUSTOMER SEES Whether anyone knows the customer's situation depends on which employee they speak to.	OPPORTUNITIES When customers feel they are approached personally, they are more likely to stay and place more orders.

Source: Effectory, exit research in the Netherlands, via HRMorgen (2025).

WHAT IT DELIVERS

More than savings

Clarity starts as a cost issue, but the biggest gain is often somewhere else: in customers who stay, people who enjoy their work and a leadership team that has time again for what really matters.

In money

- Less staff turnover
- Fewer meetings
- Less searching, waiting and rework
- New colleagues productive sooner

For the customer

- The same quality, whoever helps them
- Faster answers
- Familiar faces
- More repeat purchases

For your people

- Knowing what is expected
- Room and trust
- Being heard
- Growth and enjoyment

For leadership

- Fewer fires to put out
- Time for direction and customers
- Able to get away for four weeks
- In control without controlling

What research shows

Teams with the highest engagement compared with the lowest, averaged over 183,806 teams worldwide.

78%

less
absenteeism

21–51%

less staff
turnover

32%

fewer quality
defects

10%

higher
customer
loyalty

23%

higher
profitability

What I do not promise. These are differences between the most and least engaged teams, not a guarantee for your company. That is why I measure before, after three months and at the end, in your own organisation. You see the outcome in black and white, even if it disappoints.

Source: Gallup, The Relationship Between Engagement at Work and Organizational Outcomes, Q12 meta-analysis, 11th edition (2024). Turnover: 21% in high-turnover organisations, 51% in low-turnover organisations.

SELF-TEST

How clear is your organisation?

Ten questions. Answer them honestly, and preferably not alone. Ask two or three employees to fill them in as well and compare the answers. The difference often says more than the score.

- | | | |
|----|--|--|
| 1 | Can every employee name the three most important goals for this year? | yes ☐ no ☐ |
| 2 | Does every employee know which decisions they may take themselves? | yes ☐ no ☐ |
| 3 | Can your company run without you for four weeks without faltering? | yes ☐ no ☐ |
| 4 | Do most meetings lead to a decision, and not just an update? | yes ☐ no ☐ |
| 5 | Are the most important work processes recorded, up to date and in use? | yes ☐ no ☐ |
| 6 | Does an employee's improvement idea get an answer within five working days? | yes ☐ no ☐ |
| 7 | Does every employee have a personal conversation with their manager at least once a month? | yes ☐ no ☐ |
| 8 | Does a customer get the same quality, whoever helps them? | yes ☐ no ☐ |
| 9 | Does customer feedback reach the team concerned within a week? | yes ☐ no ☐ |
| 10 | Do you know how many hours per week your people spend on meetings, searching and rework? | yes ☐ no ☐ |

8 to 10 times yes

A clear foundation. The gain lies in maintaining and improving, in a fixed rhythm.

4 to 7 times yes

Part of it is in place. Where you answered no, time and energy are lost every day.

0 to 3 times yes

A lot lives in people's heads. This is where the most can be gained, often faster than you expect.

How clear is it really for you?

A self-test gives a first impression. But what employees, managers and customers really experience, you only see when you ask them. And whether the work is done as described, you only see when someone goes and looks.

A free, no-obligation assessment

Fully online: a 45-minute conversation and a 20-minute questionnaire. You receive a report on how clearly the topics in this document are set up in your organisation: what goes well, where it hurts, where the opportunities are and what it costs you now. What is already well organised and clear to everyone stays as it is. Then you decide whether to continue. Available in English or Dutch.

Support that keeps working

I help leadership teams and their people do it themselves, so it lasts when I am gone. Everything goes into the systems you already use.

The HELDER method™

Helder is Dutch for clear. Together we record what everyone does, how the work is best done and who decides what. Built on proven management methods, translated into what works for small and mid-sized companies.

One fixed price, measured results

One fixed price for the complete programme. I measure before, after three months and at the end. You see the outcome in black and white, even if it disappoints.

Close by and human

Like in a good family business. With attention for the person behind the job, also when life at home is difficult.



Can your company run without you for four weeks?

Let us talk about it. In 30 minutes we look at your situation and your figures. You come away with an honest picture. Whether we continue together after that is up to you.

Johan Joldersma · johan@improfity.com · +31 6 53251666 · improfity.com/en

Make it HELDER and quality follows naturally.