OLITYS CLARITY KIT

See What Matters. Surface What's Unclear.
Decide What Comes Next

Abstract

The Olitys Clarity Kit is a practical reflection and diagnostic tool that helps leaders examine their business through Customer, Market, People, and Narrative Clarity, revealing what is clear, unclear, and being avoided. It helps turn those insights into focused priorities, a 30-Day Clarity Agenda, and a clearer sense of where the business needs to move next.

Olitys
SENSE MAKING

Why this Kit Exists?

Most businesses do not struggle because they lack information. They struggle because they lack **Clarity**.

Leaders are surrounded by reports, dashboards, meetings, targets, and opinions – yet may still find it difficult to answer some basic questions: Why are we doing what we do? What exactly are we trying to achieve? Who are we creating value for? And what deserves our attention now?

The **Clarity Kit** exists to help you step away from the noise and examine your business with fresh eyes.

It is a simple, practical reflection tool – not a consulting report or a complicated assessment. Through a series of questions, exercises, and the *Clarity Grid*, it helps you identify what is clear, what is unclear, and where ambiguity may be creating friction.

You will finish with a clear picture of your business, your most important clarity gaps, and the questions that deserve attention next.

Clarity is not having all the answers. It is knowing which questions matter.

How to Use the Kit?

The **Olitys Clarity Kit** is designed for reflection, not examination. There are no right or wrong answers. The value comes from answering honestly and resisting the temptation to give the answer you think your business *should* have.

Set aside **30-40 minutes** in a quiet place. If possible, complete the Kit yourself before discussing it with your team. Your first response is often more revealing than a carefully constructed answer.

Work through each section in sequence. Start with the **Clarity Test**, then explore your **Why**, **What**, and **How**. Use the **Clarity Plexus** to examine your business through *Customer*, *Market*, *People*, and *Narrative Clarity*. Pay particular attention to areas where answers feel vague, contradictory, or difficult to articulate.

Use the scoring sections as signals, not as a scientific assessment. A low score is not a failure; it simply indicates an area that deserves attention.

As you progress, note recurring themes. What keeps appearing? Where do you find yourself making assumptions? What questions are you avoiding?

Finally, complete the Clarity Map and identify your most important clarity gap and your next 30-day priority.

You can complete the Kit individually or use it as the starting point for a leadership conversation.

Don't try to make your business look clear. Use the Kit to discover where it actually is - and isn't.

The 10-Item Business Clarity Test

Question	Explanation	Response
Can you clearly state why your business exists?	The fundamental reason beyond making money. *Example: "Make quality healthcare accessible."*	**1 2 3 4 5**
Can you clearly explain what your business does?	A simple description of your core business. *Example: "We design learning solutions."*	**1 2 3 4 5**
Is your primary customer clearly defined?	You know exactly who creates demand. *Example: "Mid-sized family businesses."*	**1 2 3 4 5**
Is the problem you solve clearly understood?	You can name the customer's real problem. *Example: Leaders struggle with alignment."*	**1 2 3 4 5**
Can you explain why customers choose you?	Your distinctive value is easy to articulate. *Example: "Faster implementation, lower complexity."*	**1 2 3 4 5**
Is your business different from competitors?	Your meaningful distinction is clearly understood. *Example: "We specialize in family businesses."*	**1 2 3 4 5**
Do your people understand the business direction?	Employees know where the organization is heading. *Example: "Everyone knows this year's priority."*	**1 2 3 4 5**
Are leadership priorities clearly aligned?	Leaders agree on what matters most. *Example: "Growth before geographic expansion."*	**1 2 3 4 5**
Do decisions reflect your stated direction?	Actions consistently support strategic intent. *Example: "Investment follows our stated priorities."*	**1 2 3 4 5**
Do you know what needs attention now?	You can identify today's most important issue. *Example: "Customer retention needs immediate attention."*	**1 2 3 4 5**

Scoring
Total Score: _____/50

Score	What it suggests
40 - 50	**Strong Clarity -** Direction is broadly understood.
30 - 39	**Conditional Clarity -** Some important gaps remain.
20 - 29	**Fragile Clarity -** Ambiguity may be creating friction.
Below 20	**Narrative -** Fundamental questions need attention.

Important: The score is a **reflection signal, not a scientific assessment**. The real value lies in identifying which questions received the lowest scores – and why.

Business in Three Questions

Question	What does it mean?	Your response
WHY Why does the business exist?	The fundamental purpose or meaningful reason for its existence. Example 1: Make quality healthcare accessible. Example 2: Help businesses reduce operational complexity.	
WHAT What exactly does the business do?	The specific products, services, or outcomes the business provides. Example 1: Provides affordable primary healthcare. Example 2: Designs technology-enabled business processes.	
HOW How does it create value?	The distinctive way the business delivers value to customers. Example 1: Through neighborhood clinics and digital access. Example 2: Through simple, integrated process solutions.	

Your Business in One Sentence
Now bring your three answers together.

Articulate your business in one sentence by combining your WHY, WHAT, and HOW.

We exist to
____by__________________________
____through________________________
________________________.

Your One-Sentence Business Narrative:

____
___ ____.

Tip: If your sentence becomes complicated, that may itself be a sign that your business narrative needs greater clarity.

What is Why-What-How Coherence?

A **Business Narrative** is the coherent story that explains why a *business exists*, *what it does*, and *how it creates value*. It gives leaders and people across the organization a shared understanding of the business and the direction it is taking.

Why-What-How Coherence exists when a business's purpose, what it does, and how it creates value tell the same story. The **Why** gives meaning and direction, the **What** defines the business's offering, and the How explains how it creates and delivers value. When these three are aligned, people can understand the business without having to interpret different messages from different sources. When they are disconnected, confusion appears in strategy, decisions, priorities, and communication. Coherence, therefore, turns three separate answers into one understandable **Business Narrative**.

Why is Clarity Imperative?

Clarity matters because organizations make decisions based on what they believe the business is trying to achieve. When that understanding is unclear, effort gets scattered, priorities compete, and people interpret the business differently. Clarity does not mean having certainty about everything; it means knowing what matters, what connects, and what requires attention. It allows leaders to distinguish between signal and noise and focus organizational energy where it can create the greatest value. In a changing business environment, clarity becomes the foundation for purposeful action and meaningful alignment.

From Clarity to Narrative Clarity

Customer Clarity helps you understand whom you serve, what they need, and what value they seek. **Market Clarity** places that understanding within the wider environment – your position, alternatives, opportunities, and pressures. **People Clarity** connects the business narrative to the people who must understand it, act on it, and create value through it. Together, these three perspectives reveal whether the business is understood consistently across its external and internal contexts. That consistency is what transforms business clarity into **Narrative Clarity**.

The Next Exercise

The next exercise takes a deeper look at the different facets of **Customer, Market, and People Clarity.** It helps you examine where your understanding is strong, where the gaps exist, and where different perspectives may conflict. Your responses will provide the building blocks for constructing a clearer and more coherent **Business Narrative**.

Customer Clarity

"Stop thinking about customers as the people who buy from you. Start thinking about the people whose lives, work, or outcomes change because of the value you create."

Question	Your Response
Who actually receives the value you create - not just who pays?	
Whose problem are you really solving?	
Who needs what you offer but currently chooses not to buy it? Why?	
Who has stopped buying, avoids buying, or works around your category altogether? What are they doing instead?	
Who could benefit from your capability but is not currently considered a customer?	
What does your customer actually value - and what are you assuming they value?	
If your product disappeared tomorrow, what value would your customer truly miss?	

Score your Customer Clarity

Score each question from 1—5, using only these three factors:

Factor	1	3	5
Understanding	Assumption	Partial evidence	Clear evidence
Specificity	Generic answer	Some definition	Precise answer
Customer Value	Product-focused	Mixed	Customer-outcome focused

Customer Clarity Score: _____/35

A Different Way to Think About Customers

Traditional thinking asks: **"Who buys our product?"** Customer clarity asks: **"Who receives value from what we do?"** And then goes one step further: **"Who could receive that value—but currently doesn't?"**

This is where conventional customer definitions begin to break down. Your existing customers are only one part of the picture. There are also **non-customers who refuse your category, non-customers who use alternatives, and people who have**

never considered your offering at all. They may reveal opportunities that your current customer definition hides.

> **"You are not in the business of selling a product or service. You are in the business of helping value move from your organisation to the customer."**

The product or service is **the vehicle**.
Value is the destination.
When you understand **who needs that value, what prevents them from receiving it, and what they consider valuable**, you begin to see your customer differently.

That is the beginning of Customer Clarity.

Market Clarity

“Stop looking only at where the market is today.
Look at what is beginning to change around it.”

Market Clarity is about developing peripheral vision - the ability to notice weak signals before they become strong signals, and strong signals before they become disruptions. It challenges the organization to look beyond competitors, market share, and immediate threats.

Market Clarity Question	Your Response
What is changing around your market that you are currently dismissing as “too small to matter”?	
Which weak signal today could become a serious business issue tomorrow?	
Who or what could make your current business model less relevant - even if it is not a competitor today?	
What are customers beginning to expect that your organization is not yet prepared to deliver?	
Where are you seeing opportunity that your competitors have not yet noticed?	
What does your organization do exceptionally well that competitors would struggle to replicate?	
Are you failing to exploit your own strengths - or are your own processes, assumptions, or habits becoming your biggest bottleneck?	

Score your Market Clarity

Use only these **three factors** to score each question from **1—5**:

Factor	**1**	**3**	**5**
Awareness	See only the obvious	See some emerging signals	See beyond the obvious
Interpretation	Signal is dismissed	Signal is recognized	Meaning and implications are understood
Response Readiness	No response	Some preparation	Clear action or strategic response

Market Clarity Score: ___/35

A Different Way to Think About Your Market

Conventional market thinking asks: “Who are our competitors and what are they doing?”
Peripheral vision asks: “What is changing around us that could redefine the game?”

Look for **weak signals**: new customer behaviors, technologies, regulations, business models, talent patterns, or social shifts that seem insignificant today.
Then look for **strong signals**: changes that are already gaining momentum and demanding a response.

The critical question is not simply whether these changes are **threats**.
It is whether your organization can recognize and act on them **before they become unavoidable**.

Bonus: Your Moat May Be Your Bottleneck

Every organisation has strengths that competitors find difficult to replicate—its **moats.**
But a moat has value only when the organisation **capitalises on it.**

Ask yourself:
“*What protects us from competitors—and are we actually using that advantage?*”

Sometimes the greatest competitor is not outside the organisation.
It is the **organisation itself**—its assumptions, processes, structures, habits and reluctance to change.

A market rarely becomes dangerous overnight. First, the signals appear at the edges.

Peripheral vision is noticing them before they reach the centre.

People Clarity

"Stop asking whether your people are motivated. Ask whether your organization gives them enough clarity, trust, and freedom to create value."

People Clarity challenges the conventional **command-and-control** view of people as resources who execute decisions. It looks instead at people as the organization's **talent**, **knowledge**, and **relationships** - the human capability through which value is actually created and delivered.

People Clarity Question	Your Response
Do your people understand the value they are expected to create—or are they simply executing what they are told?	
What decisions are unnecessarily pushed upward because the organization does not trust people to make them?	
Where are capable people being constrained by processes, hierarchy, or managerial control?	
How much critical knowledge exists in people's heads but is invisible to the organization?	
If your best people left tomorrow, what knowledge, relationships, and capability would leave with them?	
Are people empowered to challenge assumptions, or rewarded mainly for agreeing with authority?	
Would your people still create value if slogans, incentives, and motivational speeches disappeared tomorrow?	

Score Your People Clarity

Score each question from **1—5**, using only these factors:

Factor	1	3	5
Empowerment	Decisions are controlled	Some autonomy	Decisions are pushed to the right level
Leverage	People are used mainly for execution	Capability is partly leverage	Talent, knowledge, and relationships create leverage
Ownership	"Management's responsibility"	Shared responsibility	People own outcomes

People Clarity Score: ___/35

A Different Way to Think About People

Conventional management asks: *"How do we get our people to perform?"*
People Clarity asks: *"How do we create the conditions for people to create value?"*

The difference is profound.
Command and control assumes that **management knows and people execute.**
Empowerment recognises that knowledge is distributed across the organisation—and the people closest to customers, processes and problems often know things leadership cannot see.

The objective is, therefore, not simply to **motivate people.**
It is to **leverage what they know, what they can do, and who they are connected to.**

Build an Inspirational Culture—Not a Motivational One

A motivational culture asks people to **work harder.** An inspirational culture gives people a **reason to care.**

Slogans, values displayed on walls, and motivational programmes cannot substitute for meaningful work, trust, autonomy, and a clear sense of contribution.

Your people are not simply **headcount or talent.**

They carry the **knowledge, relationships, judgement, and capabilities** through which your organisation creates and delivers value.

You cannot command people into creating value. You can only create the conditions in which they want—and are able—to create it.

If your people need constant supervision to create value, do you really have a people system—or a control system?

Narrative Clarity

The system measures whether organizational attention is predominantly directed toward **Operational Performance** or toward the **Vision & Purpose** that give those operations meaning.

Operational Excellence - What & How	Score	Vision & Purpose - Why	Score
Quality - Are we increasingly focused on consistency, standards, and defect reduction?	-1 to -5	**Meaning** - Does the work have a meaningful reason beyond financial performance?	+1 to +5
Process - Are efficiency, standardization, and process optimization dominating attention?	-1 to -5	**Customer Value** - Are we continuously asking what meaningful value the customer actually receives?	+1 to +5
Supply & Delivery - Is reliable, efficient delivery becoming the dominant organizational concern?	-1 to -5	**Purpose Alignment** - Do decisions and priorities visibly connect to why the organization exists?	+1 to +5
Profitability - Is financial performance increasingly driving what gets attention and investment?	-1 to -5	**Future Relevance** - Is the organization preparing for the future it exists to create?	+1 to +5
Technology & Systems - Is technology primarily being used to optimize the existing model?	-1 to -5	**Stakeholder Contribution** - Does the organization understand the broader value it creates for people and society?	+1 to +5

Scoring
Each factor is scored from **1—5** according to how strongly it describes the organization.

Operational Excellence:
5 = Dominates organizational attention
1 = Minimal influence

Vision & Purpose
1 = Weak Influence
5 = Strong Influence

Calculate:

$$\begin{gathered}\textit{Vision \& Purpose Score} - \textit{Operational Excellence Score}\\ = \textit{Narrative Clarity Score}\end{gathered}$$

Maximum: **+25**
Minimum: **- 25**

Interpreting the Score

Score	Narrative Condition	What it Suggests
+16 to +25	Purpose Led	Operations serve a clear organizational purpose.
+6 to +15	Purpose Anchored	Healthy balance; purpose generally guides operations.
0 - +5	Operational Drift	Operations are beginning to dominate the narrative.
-1 to -10	Operational Dominance	The organization may be optimizing more than creating meaning.
-11 to -25	Narrative Disconnection	Operational performance may have become the organization's de facto purpose.

The principle behind the system

This is deliberately **not a 50:50 balance score**.

The desired direction is **positive**.

Why? Because operational excellence is important—but it is **instrumental**.

Quality, processes, profitability, technology and supply chains enable the organisation to deliver value. They answer: **"What do we do, and how do we do it well?"**

Vision and Purpose answer the more fundamental question: **"Why does this organisation need to exist?"**

Therefore:

WHY → WHAT → HOW
not
HOW → WHAT → WHY

Insight
“A business can become exceptionally good at doing the wrong thing.”

Operational excellence can improve margins, quality, efficiency and productivity while the organisation gradually loses sight of **why those things matter**.

The objective of Narrative Clarity is, therefore, not to reduce operational excellence.
It is to ensure that: **Operations remain the means—not the meaning.**

Your Narrative Clarity Position

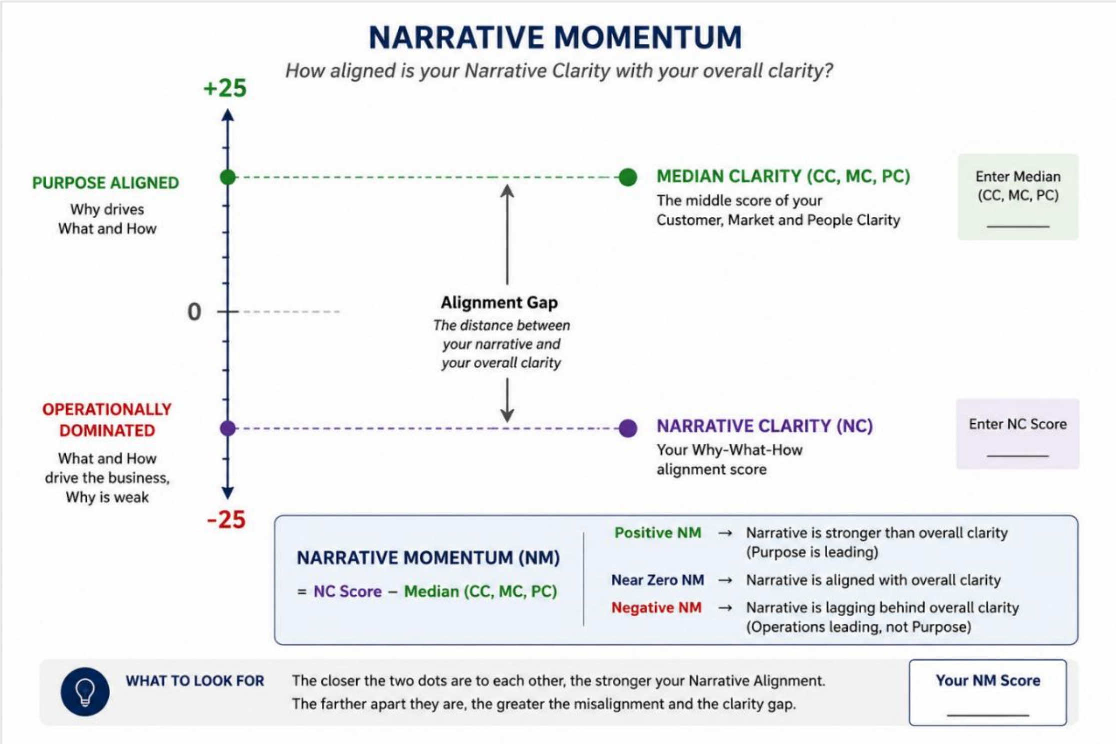
Operational Excellence: ______ / 25

Vision & Purpose: ______ / 25

Narrative Clarity Score: ______ / 25

What is your score telling you?
Are your operations serving your purpose—or has your purpose become an excuse for your operations?

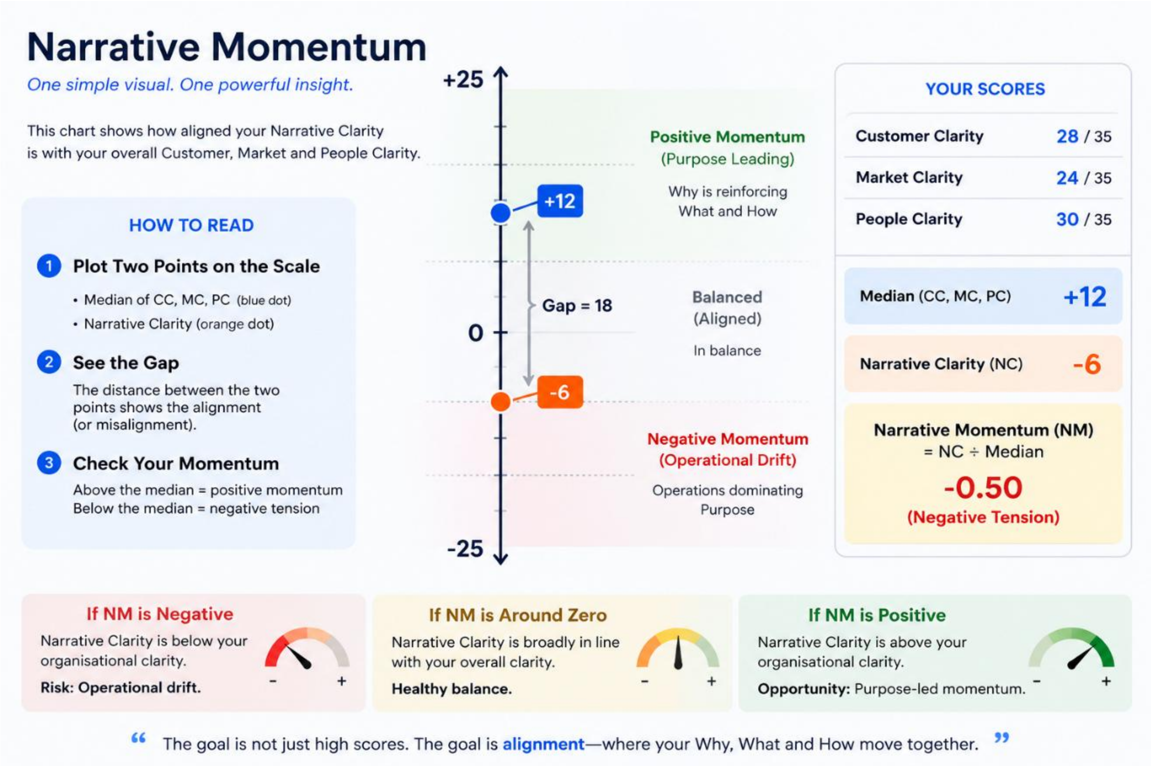
Clarity Plexus



Why the Clarity Plexus Matters

The Clarity Plexus brings Customer, Market, People and Narrative Clarity into one visual view. Your four scores show where clarity is strong, uneven, or disconnected. The pattern matters as much as the individual scores. Use the visual to spot gaps, relationships, and tensions that may otherwise remain hidden.

Working example of Narrative Momentum



Shift the Mindset

Clarity is not about creating a fixed answer and defending it. It is about developing the ability to see connections, recognise change, and continuously reframe what matters. Shift from asking, **"What is our plan?"** to **"What are we learning, what is changing,** and **what does that mean now?"** Let clarity remain alive.

From Clarity to Movement

When clarity improves, priorities become more fluid, decisions become more responsive, and medium- and long-term goals can evolve without losing direction. Strategy stops becoming a bottleneck because it is no longer treated as a fixed destination. Instead, it becomes an evolving expression of purpose, informed by changing customers, markets and organisational capabilities.

YOUR CLARITY SCORE

$$Clarity\ Score = CC + MC + PC = \_\_\_/105$$

This score represents the strength of clarity across your Customer, Market and People dimensions. It should be read alongside Narrative Momentum, which indicates whether that clarity is connected to your organisation's Why.

Clarity Score = How much clarity exists?
Narrative Momentum = Which direction is that clarity pulling?
Clarity Plexus = Where is the clarity connected—or disconnected?

The Three Questions

Clarity begins by distinguishing what you already know from what still needs attention. Use the three boxes below to identify what is **Clear**, what is **Unclear**, and what you may be **Avoiding**.

Do not try to solve everything here. Simply surface what matters. Then prioritize your **top three Unclear and top three Avoiding** items to shape your <u>30-Day Clarity Agenda</u>.

Clear	Unclear	Avoiding
• _______	• _______	• ________
• _______	• _______	• ________
• _______	• _______	• ________
• _______	• _______	• ________
• _______	• _______	• ________

Priority	What needs to become clear?	Action in the next 30 days	Desired outcome
Unclear 1			
Unclear 2			
Unclear 3			
Avoiding 1			
Avoiding 2			
Avoiding 3			

30-Day Clarity Agenda

Week 1
- Surface: Review the six priorities; gather facts, perspectives, and missing information.

Week 2
- Examine : Challenge assumptions. Identify what is causing the uncertainty or avoidance.

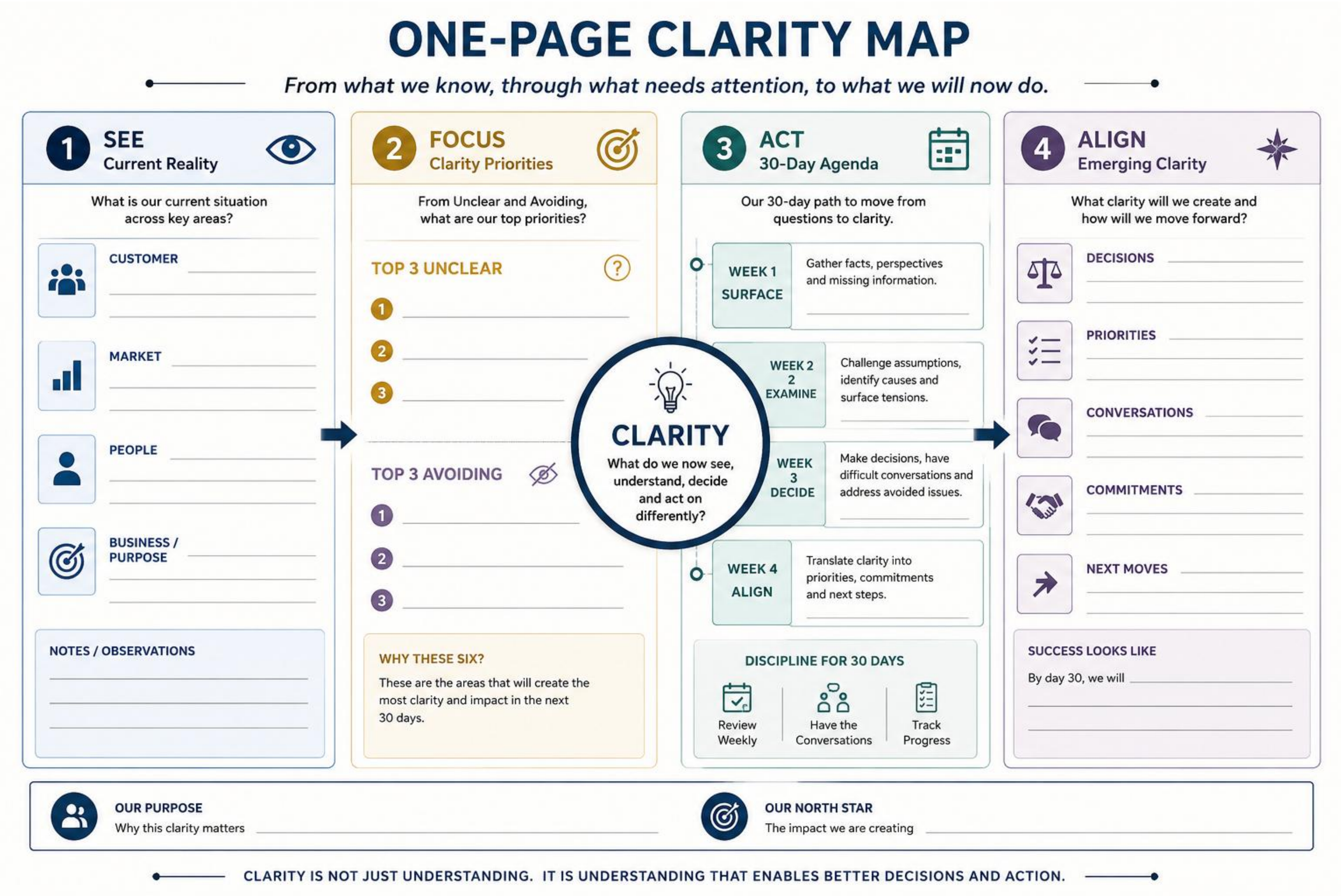
Week 3
- Decide : Make the decisions, have the conversations, or confront the issues that require resolution.

Week 4
- Align : Translate the resulting clarity into priorities, commitments and next steps.

Select the priorities you identified in the previous section and use the four-week sequence to move from questions to clarity.

$$Surface \rightarrow Examine \rightarrow Decide \rightarrow ALign.$$

The objective is not to resolve everything in 30 days, but to create enough clarity to make better decisions and move forward with intention.


ONE-PAGE CLARITY MAP
From what we know, through what needs attention, to what we will now do.
1 SEE
Current Reality
What is our current situation across key areas?
CUSTOMER
MARKET
PEOPLE
BUSINESS / PURPOSE
NOTES / OBSERVATIONS
2 FOCUS
Clarity Priorities
From Unclear and Avoiding, what are our top priorities?
TOP 3 UNCLEAR
1
2
3
TOP 3 AVOIDING
1
2
3
WHY THESE SIX?
These are the areas that will create the most clarity and impact in the next 30 days.
CLARITY
What do we now see, understand, decide and act on differently?
3 ACT
30-Day Agenda
Our 30-day path to move from questions to clarity.
WEEK 1 SURFACE
Gather facts, perspectives and missing information.
WEEK 2 2 EXAMINE
Challenge assumptions, identify causes and surface tensions.
WEEK 3 DECIDE
Make decisions, have difficult conversations and address avoided issues.
WEEK 4 ALIGN
Translate clarity into priorities, commitments and next steps.
DISCIPLINE FOR 30 DAYS
Review Weekly
Have the Conversations
Track Progress
4 ALIGN
Emerging Clarity
What clarity will we create and how will we move forward?
DECISIONS
PRIORITIES
CONVERSATIONS
COMMITMENTS
NEXT MOVES
SUCCESS LOOKS LIKE
By day 30, we will
OUR PURPOSE
Why this clarity matters
OUR NORTH STAR
The impact we are creating
CLARITY IS NOT JUST UNDERSTANDING. IT IS UNDERSTANDING THAT ENABLES BETTER DECISIONS AND ACTION.

Bridge to the Olitys 14-Day Clarity Blueprint

The Clarity Kit is designed to help you **see** your business more clearly. It surfaces what is clear, what is unclear, what is being avoided, and where attention is needed. But clarity becomes valuable only when it changes the quality of decisions and direction.

That is where the **Olitys 14-Day Clarity Blueprint** takes the work further. The first seven days create clarity through structured diagnosis and reflection; the next seven days translate that clarity into priorities, decisions, conversations, and a practical 30-Day Clarity Agenda.

The Clarity Kit helps you see. The Olitys 14-Day Clarity Blueprint helps you make sense of what you see—and decide what to do next.

	CLARITY KIT	OLITYS 14-DAY CLARITY BLUEPRINT
WHAT IT IS	A self-guided clarity instrument	A guided clarity engagement
PURPOSE	Examine the business and surface clarity gaps	Turn clarity into direction and action
TIME	Self-paced	14 days
DEPTH	Reflection and diagnosis	Diagnosis, interpretation and direction
CORE OUTPUT	Completed Clarity Map and priorities	Clarity Report and 30-Day Clarity Agenda
OLITYS ROLE	Provides the tools and framework	Brings interpretation, perspective and guidance

The 14-Day Journey

Days 1-7 — CREATE CLARITY
Customer → Market → People → Business → Clear / Unclear / Avoiding → Priorities → Clarity Map

Days 8-14 — TURN CLARITY INTO DIRECTION
Sensemaking → Priorities → Decisions → Conversations → Alignment → 30-Day Clarity Agenda → Next Moves

The objective is not to produce more analysis. It is to create **enough clarity to make better decisions, align attention and move forward with intention.**

What comes next

The Clarity Kit can be used independently whenever a business needs to step back and see itself more clearly. When the situation calls for deeper interpretation, challenge, and guided thinking, the **Olitys 14-Day Clarity Blueprint** provides the next level of engagement.

“Clarity is the starting point. Direction is the outcome.”