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CLARITY COMPASS

Leadership diagnostic report

Condensed client sample

Introductory note

Sample organization: Asteron Digital

Respondents: 284 / 350 employees (response rate 81%)

Note:

This is a condensed sample report that illustrates the logic of Clarity Compass's diagnostic approach and the quality of the report. The data used is illustrative and based on the fictional organization Asteron Digital. This is not a full client report.

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1. Executive summary

Clarity Compass is an anonymous organization- or group-level leadership diagnostic. It assesses whether and how the company's strategy reaches the organization's or group's daily work. The diagnostic report shows how clearly the organization's or group's goals, role expectations, priorities, and decision logic have been translated into people's everyday work — and whether that clarity is reflected in reliable execution.

Clarity Compass is not a satisfaction or well-being survey. Its purpose is not to assess whether people are happy or how they generally feel. The tool helps leadership understand whether management and work-organization conditions help people understand what is expected of them, why their work matters, and which obstacles slow down effective execution.

Key observations: Asteron Digital

- **Uneven clarity is the biggest risk:** People do not share the same understanding of near-term goals, how their work contributes to the organization's larger direction, or where decision mandates sit across departments and leadership levels.

- **Execution is stronger than clarity:** Agreements and accountability generally appear to work, but part of the result depends on the local effort of specific people, not on an evenly strong leadership system.

- **The strategy-to-work translation chain breaks at team level:** Leadership sees the direction more clearly than middle managers and team leads - strategy does not always reach operational work organization.

- **Leadership support response speed is uneven:** According to some respondents, raising work-blocking problems is not followed by a sufficiently fast leadership response.

- **The obstacles are management and system issues, not low willingness to work:** The most frequently mentioned obstacles are unclear priorities, slow decision-making, delayed information, and unclear roles.

Meaning for leadership

The overall picture does not suggest an organization where people are not making an effort in their daily work. Rather, the organization gets work done despite the fact that priorities, decision logic, and accountability are not clearly framed enough at every level. This is an important business distinction: the solution is not to motivate people more, but to clarify the leadership system.

Recommended focus areas for the next 30-90 days

- Define 3-5 organization-wide priorities for the next 6-12 months and translate them to unit and role level.
- Clarify accountability, decision rights, and escalation logic in critical workflows.
- Create a visible leadership cadence through which work obstacles get a clear owner and next step.
- Repeat the measurement after 3-4 months and assess whether clarity and execution have moved in the desired direction.

2. Participant overview

The questionnaire was completed by 284 out of 350 employees. The 81% response rate provides a strong basis for describing the organization-level overall picture. Results are treated only at group level, and smaller groups are not shown separately in order to protect respondent anonymity.

Leadership level	Invited	Respondents	Response rate	Share of respondents
Executive leadership	8	7	87,5%	2,5%
Division and function leaders	22	18	81,8%	6,6%
Team leads	55	45	81,8%	15,8%
Experts and specialists	265	214	80,8%	75,4%
Total	**350**	**284**	**81,1%**	**100,0%**

Note:

A high response rate does not automatically mean that the results are absolute. It means that leadership has a strong basis for reviewing the main patterns. More important is to assess whether all key groups are sufficiently represented.

3. Results dashboard

Clarity index **3,2 / 5,0** **RISK** Expectations, priorities, accountability, and decision boundaries are not clear enough across all areas **Priority: Very high**	**Strategy-to-work translation chain** **3,1 / 5,0** **RISK** The link between goals and team and role level is uneven. **Priority: Very high**
Execution index **3,8 / 5,0** **UNEVEN** Work is moving forward, but part of the execution depends on local effort. **Priority: High**	**Leadership support indicator** **3,3 / 5,0** **RISK** Raising obstacles is not always followed by a sufficiently fast leadership response. **Priority: High**

Asteron Digital's central leadership risk is not willingness to work or effort, but the translation gap between strategic direction and operational work. The organization gets work done, but part of its energy is spent interpreting priorities and clarifying accountability during the work itself.

The dashboard gives leadership a compact overview of the main strengths, risks, and next leadership priorities. Each metric should be interpreted together with the response distribution, segment differences, and the obstacle map - not based on a single number alone.

Comparison of core indices by leadership level

Segment	Respondents	Clarity	Execution	Leadership support	Note
Executive leadership	7	**3,9**	**4,2**	**3,8**	Direction and execution appear clearer to executive leadership than to lower levels.
Middle managers	18	**3,1**	**3,7**	**3,2**	Weakest point in the translation chain: strategy must be translated into work.
Team leads	45	**3,0**	**3,6**	**3,0**	Prioritization and escalation need support.
Experts and specialists	214	**3,3**	**3,8**	**3,4**	Work is moving, but clarity and leadership response are uneven.
Total	**284**	**3,2**	**3,8**	**3,3**	Clarity is at risk; execution is better, but not risk-free.

4. Unclear direction, roles, and goals

This section shows whether employees understand what is expected of them over the next 6-12 months, how their work contributes to organizational goals, which priorities matter most in their role, and where accountability and decision boundaries sit.

Overall score 3,2 — risk area.
A significant share of respondents do not experience their goals, role priorities, or decision logic as clear enough. This creates scattered focus, rework, slower decision-making, and dependency conflicts.

Segment	Respondents	Average	Faborable 4–5	Low 1–2	Status
Executive leadership	7	3,9	61%	10%	FUNCTIONING
Middle managers	18	3,1	34%	36%	RISK
Team leads	45	3,0	32%	38%	RISK
Experts and specialists	214	3,3	41%	31%	RISK
Total	**284**	**3,2**	**39%**	**33%**	RISK

Detailed view: Clarity questions

Question	Average	Favorable	Neutral	Low	Diagnostic reading
Q5. My goals for the next 6-12 months are clear and measurable.	**3,2**	36%	31%	33%	Goal wording is not consistent enough.
Q6. I understand how my work contributes to organizational goals.	**3,1**	34%	30%	36%	The link between the role and organizational goals is weak.
Q7. Team priorities clearly support organizational goals.	**3,0**	31%	29%	40%	Strategy translation to team level — the weakest signal.
Q8. I know which 2-3 priorities are currently most important in my role.	**3,4**	47%	30%	23%	Role-level focus is better, but unstable.
Q9. I am clear about what I am directly accountable for.	**3,5**	52%	27%	21%	Accountability clarity is the strongest part of this block.
Q10. I know when I can decide myself and when to escalate.	**3,1**	35%	30%	35%	Decision and escalation logic needs clarification.
Q11. My goals are realistically achievable within my scope of influence.	**3,0**	31%	28%	41%	Goals may be poorly designed or outside the person's scope of influence.

Main interpretation

The weakest questions are Q7 and Q11 — the link between team priorities and organizational goals, and the realism of goals. This is not only a communication problem, but a leadership design issue.

5. Strategy-to-work translation chain

One of Clarity Compass's core values is to show whether strategic direction reaches team and role level. This is assessed through the combined reading of Q6, Q7, and Q8 — it is not a separate arithmetic index, but an interpretive diagnostic reading frame.

Tõlkeahela lüli	Question	Result	Reading
Role contribution to org. goals	**Q6**	**3,1**	Employees do not always see clearly enough why their work matters for the larger goal.
Team priorities linked to org. goals	**Q7**	**3,0**	The weakest translation link: strategy does not become shared priorities across all teams.
Role's 2-3 practical priorities	**Q8**	**3,4**	The person knows what to do, but may not always see how it connects to the larger direction.

What does this pattern mean?

When role priorities are somewhat clearer than their link to organizational goals, this points to local work focus without sufficient vertical alignment. People are busy and doing sensible things — but not always the same things for the same strategic reason.

This pattern is especially costly during growth, restructuring, strategy change, or when several initiatives compete for the same people's time and attention.

6. Reliability of execution and performance behavior

The execution block shows whether agreements, accountability, obstacle handling, and improvement work in daily operations. It does not measure individual diligence, but perceived team norms and system reliability.

Overall score 3.8 — functioning, but uneven.

The execution index is stronger than the clarity index, but it does not offset the impact of unclear priorities and decision boundaries.

Execution index by leadership level

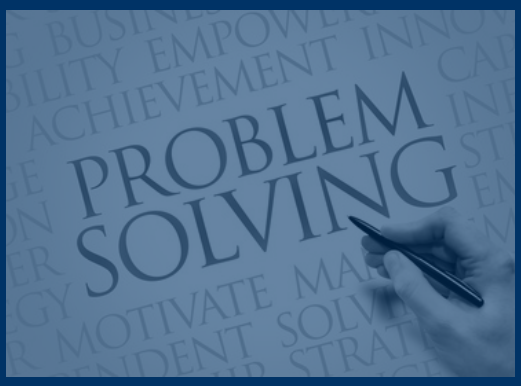
Segment	n	Average	Favorable 4–5	Low 1–2	Status
Executive leadership	7	**4,2**	76%	5%	STRENGTH
Middle managers	18	**3,7**	55%	18%	UNEVEN
Team leads	45	**3,6**	52%	20%	UNEVEN
Experts	214	**3,8**	58%	18%	FUNCTIONING
Total	284	**3,8**	57%	18%	FUNCTIONING

Detailed view: execution questions

Question	Avg.	Favorable	Neutr.	Low	Diagnostic reading
Q12. Our team generally keeps agreed deadlines.	**3,9**	62%	24%	14%	Agreements generally hold, but not everywhere.
Q13. Obstacles that arise during work are addressed quickly enough.	**3,5**	49%	28%	23%	The speed of obstacle resolution is the weakest part of execution.
Q14. Agreed actions have a clear owner.	**3,7**	55%	26%	19%	Accountability is mostly visible, but disperses in complex situations.
Q15. We actively look for ways to improve work quality.	**3,8**	58%	24%	18%	Improvement exists, but may not be the norm everywhere.

Main interpretation

Execution is not the organization's biggest weakness. The risk comes from system reliability having to compensate for gaps in clarity. When people keep deadlines despite unclear priorities, hidden coordination costs grow, along with dependence on stronger individuals.



7. Leadership support and response speed indicator

Q16 measures whether raising work-blocking problems is followed by a sufficiently fast leadership response. This is not the same as team execution discipline — it shows whether the leadership chain actually helps remove obstacles.

Overall score 3.3: risk area.

Some respondents do not experience a sufficiently fast or visible response to the problems they raise.

Segment	n	Avg.	Favorable	Neutr.	Low	Interpretation
Executive leadership	7	**3,8**	57%	29%	14%	Executive leadership sees the response as mostly functioning.
Middle managers	18	**3,2**	39%	28%	33%	Obstacles often remain unresolved for too long.
Team leads	45	**3,0**	31%	33%	36%	The weakest leadership response experience.
Experts	214	**3,4**	44%	25%	31%	Experience is uneven — likely depends on the manager.
Total	**284**	**3,3**	43%	26%	31%	Risk area.

From a leadership perspective, it is important to distinguish two things: whether a problem is raised, and whether it is followed by a visible next step. If the second part does not work, people begin to raise obstacles later or solve them locally, which may not be best for organization-wide priorities.

8. Main performance obstacles

In the sample organization, obstacles clearly cluster around clarity, decision-making, and information flow. This confirms the message of the core indices: the main leadership problem is not low effort, but uneven leadership clarity and decision speed needed for the work.

#	Obstacle	Share	Cluster	Leadership meaning
1	**Unclear goals or priorities**	**46%**	**Clarity**	Focus scatters; people have to interpret for themselves what actually matters.
2	**Too slow decision-making**	**41%**	**Decision-making**	Dependencies and obstacles remain unresolved for too long.
3	**Lack of information or information arrives too late**	**38%**	**Information and collaboration**	Decisions are based on incomplete or delayed information.
4	**Unclear roles or accountability**	**34%**	**Clarity**	Grey areas, duplication, and dispersed accountability emerge.
5	**Unclear decision rights or escalation**	**31%**	**Clarity / decision-making**	People do not know when to decide themselves and when to escalate.
6	**Collaboration gets stuck with other units**	**29%**	**Information and collaboration**	Cross-functional work requires too much manual coordination.
7	**Insufficient resources**	**22%**	**Capability**	Resource shortage exists, but is not the main obstacle.
8	**Overly complex processes or systems**	**18%**	**Structure**	Processes add friction, but remain secondary after priorities.

Q17 asks respondents to select up to two factors that currently limit their work performance the most. The obstacle map is not a standalone final diagnosis, but helps refine the core indices and choose intervention priorities.

Meaning for leadership

What does this mean?

When the top three obstacles are unclear priorities, slow decision-making, and late information, it does not make sense to start with a general motivation program. The first intervention should reduce leadership friction: priorities must be narrowed, decision rights clarified, and the rhythm for resolving obstacles made visible.

9. Expert view for leadership

The following observations do not add new data. They interpret the report's patterns from an experienced leadership perspective: what this picture means for how the organization operates, and where leadership should look next.

1

Work is moving, but leadership clarity does not yet carry enough

Asteron Digital's picture is not a picture of weakness. Work is moving forward and people are keeping many things going. At the same time, the clarity index is weaker than the execution index — a typical sign of an organization where results are partly achieved despite system gaps.

This model can work for a while, especially when the organization has many strong people and a high sense of accountability. During growth or change, however, it becomes costly: coordination costs rise, decisions slow down, and critical knowledge too often remains between people instead of inside the leadership system.

2

Strategy does not break down in the boardroom — it breaks down in translation

The difference between leadership and other levels suggests that the strategic direction may be clear at the top, but its translation into teams and roles is not consistent enough. This does not necessarily mean the strategy is weak. It means there is a weak link in the leadership chain between strategy and daily work.

In practice, this means different teams may be doing reasonable things — but not always in the same order of priority.

9. Expert view for leadership

3

Slow leadership response makes problems more expensive

When people raise performance obstacles but do not see a fast enough next step, escalation becomes more cautious. The problem is not only that one issue remains unresolved — the problem is that the system learns that raising obstacles may not change anything.

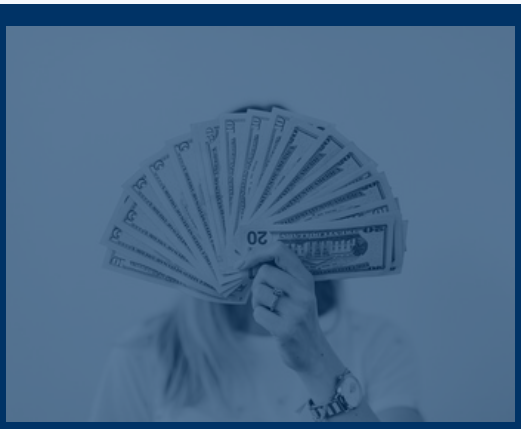
For leadership, this means later information, more local compromises, and weaker control over which obstacles are actually slowing execution.

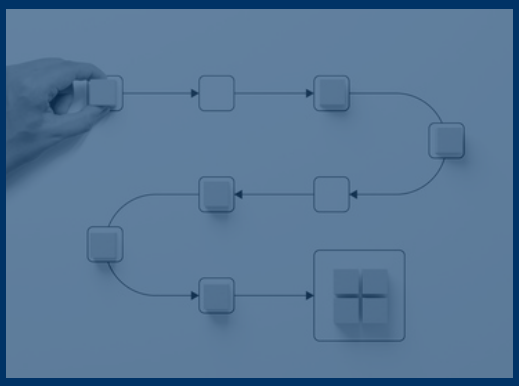
4

Intervention must happen in the leadership system — not in slogans

The patterns in the report are not a call to explain to people again that priorities matter. Everyone knows that. The question is whether the leadership system actually forces priorities to be chosen, ownership to be made visible, and obstacles to be addressed quickly.

The most effective next steps are concrete: fewer priorities, clearer owners, more visible decision logic, and repeated checks that this reaches people's daily work.





10. Recommended next actions

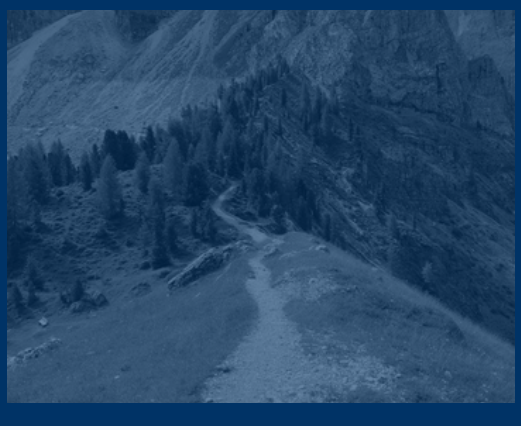
The recommendations are limited and practical. The goal is not to launch a broad organizational development program, but to reduce the most impactful leadership frictions over the next 30–90 days.

Priority 1: Translation of priorities to unit and role level

Main risk: Strategy remains too general; people interpret priorities differently.
Recommendation: Define a limited number of 6-12 month priorities and translate them into the work of each main unit.
First step (30–90 days): Joint priority workshop for leadership and middle management: each unit defines its 2–3 critical contributions to the organization's priorities.

Priority 2: Clarifying accountability and decision rights

Main risk: Roles, accountability, and escalation remain unclear in critical workflows.
Recomendation: Map 2–3 critical workflows and define owners, decision-makers, and escalation points.
First step (30–90 days): Select the workflows where obstacles and delays occur most often; make accountability points and decision boundaries visible.



Priority 3: **Leadership rhythm for resolving obstacles**

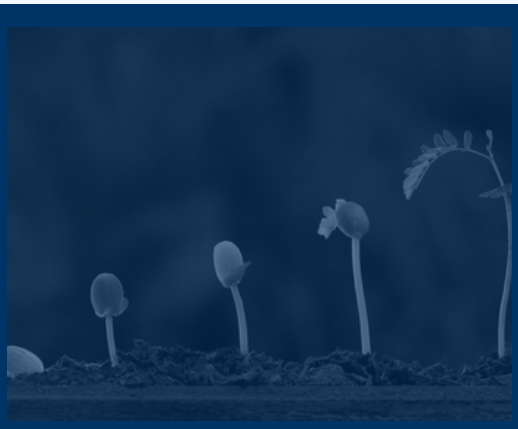
Main risk: Problems remain unresolved for too long, and local fixes replace systematic decision-making.
Recommendation: Create a regular obstacle review where every significant obstacle has an owner and a next step.
First step (30–90 days): Launch a 6-week leadership rhythm: every two weeks, review the obstacles related to the main clusters.

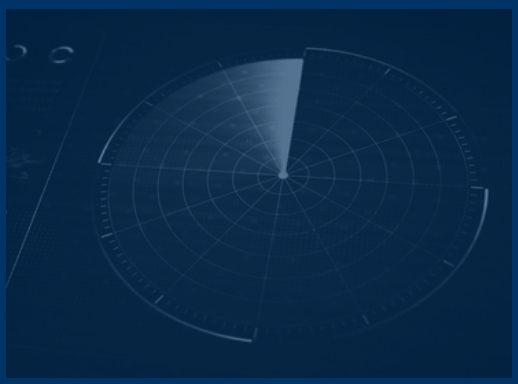
Priority 4: **Repeat measurement and impact check**

Main risk: Leadership does not see whether the interventions are actually changing the employee experience.
Recommendation: Repeat Clarity Compass after 3-4 months and compare the indexes, distributions, and obstacle patterns.
First step (30-90 days): Set 2–3 concrete change goals before the repeat measurement, for example reducing the share of low ratings for Q7, Q10, and Q16.

What not to do

- Do not run broad communication before narrowing priorities.
- Do not interpret low clarity as a problem of employee attention or motivation.
- Do not rank leaders or units based on individual scores.
- Do not rely on averages if distributions and obstacles tell another story.





Appendix 1. Short methodology

Clarity Compass is an anonymous, group-level leadership diagnostic. Its purpose is to assess how clearly the organization's goals, role expectations, and priorities have been translated into daily work, and how reliably this is carried out.

Clarity Compass is deliberately focused. It does not measure psychological safety, values alignment, general satisfaction, well-being, or eNPS. This boundary keeps the tool leadership-focused and distinct from typical employee surveys.

What Clarity Compass measures

- clarity of direction, roles, and goals
- translation of strategy to team and role level
- reliability of execution and performance behavior
- the direct manager's response speed when problems block work
- the main perceived obstacles to work performance

Questionnaire structure

Block	Questions	Use in the report
Background and segmentation	Q1–Q4	Leadership level, area, unit, and tenure; used only in group-level breakdowns.
Clarity of direction, roles, and goals	Q5–Q11	Main index. Shows whether goals, priorities, accountability, and decision boundaries are clear.
Reliability of execution and performance behavior	Q12–Q15	Main index. Shows whether agreements, accountability, obstacle handling, and improvement are working.
Leadership support / response speed indicator	Q16	Separate indicator. Shows whether raising obstacles is followed by a fast enough leadership response.
Main obstacles map	Q17	Select up to 2. Shows which factors limit work performance the most.

Appendix 1. Short methodology

Index calculation

- Clarity of direction, roles, and goals index = arithmetic mean of Q5–Q11.
- Execution and performance behavior index = arithmetic mean of Q12–Q15.
- Leadership support / response speed indicator = Q16 as a standalone measure.
- Main obstacles map = share of Q17 selections among all respondents.
- Strategy-to-work chain = Q6–Q8 read together; not a separate main index.

Anonymity and data protection

Results are used for diagnosis, not for evaluating individuals. Names, email addresses, and free-text small units are not collected. Subgroup results are shown only when the number of respondents and confidentiality allow it. The recommended minimum display threshold is N = 7, or higher if needed.

Appendix 2. Short guide to interpreting results

Clarity Compass results must be read as group-level patterns. No conclusion should be based on a single number alone. Key conclusions are drawn from the combined view of the average, distribution, share of low ratings, segment differences, and obstacles map.

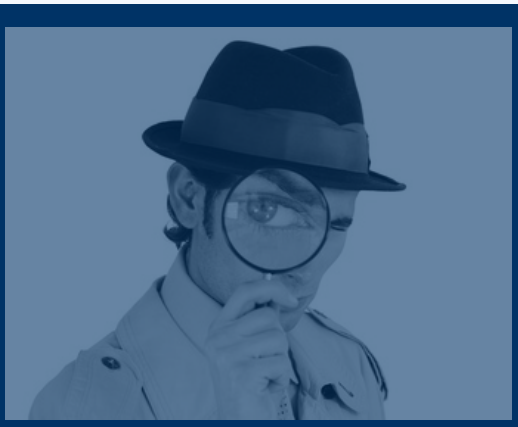
Interpretation of score ranges

Average score	Interpretation	Leadership implication
4,20–5,00	**Strong systemic strength**	The area is widely perceived, visible in daily operations, and relatively stable.
3,80–4,19	**Good / functional level**	The area generally functions well, but may not be consistently embedded everywhere.
3,40–3,79	**Developing / uneven**	The area functions partially, but not consistently.
3,00–3,39	**Risk area**	A significant share of respondents do not perceive the area as functioning well enough.
1,00–2,99	**Critical signal**	The area is clearly weak in employees' perception and may harm organizational functioning.

Appendix 2. Short guide to interpreting results

What the results do not mean

- They are not an assessment of individual performance.
- They do not rank leaders or units as “good” or “bad”.
- They do not prove one-to-one cause-and-effect relationships.
- They do not measure satisfaction, well-being, or eNPS.
- They do not provide a basis for speculating about individual respondents.

Closing thought

The value of Clarity Compass is that it helps leadership see where strategy, priorities, roles, accountability, and execution begin to drift apart. It provides a practical basis for leadership decisions — not just another score table that people politely review and then forget.