

# People Clarity:

## Getting the Right People in the Right Seats

### THE CORE IDEA

**Most people problems are clarity problems.**

When ownership and expectations are clear:

- Performance improves
- Accountability feels fair
- Leadership gets easier

### THE PEOPLE CLARITY SYSTEM

**Clarity flows from structure to people and back again.**



## THE THREE CORE FUNCTIONS

- 1. Sales & Marketing**  
Creates and converts demand
- 2. Finance & HR**  
Manages money and people systems
- 3. Operations**  
Delivers the work

*Every business has these. Clarity comes from knowing who owns what.*

## ACCOUNTABILITY CHART

**Functions before people. Ownership before titles.**

- Every function has an owner
- One person can own multiple functions
- Clarity matters more than perfection

**Your notes or sketch:**

## JOB SCORECARDS

Every role needs clarity on three things:

1. **Role Purpose**  
Why this role exists
2. **Measurable Outcomes**  
3–5 outcomes that define success
3. **Competencies**  
How the work gets done

Scorecards remove guessing — for leaders and employees.

## COMPETENCIES: WHAT YOU CAN AND CANNOT TRAIN

### ● Highly Trainable

- Clear communication
- Organization and planning

### ● Somewhat Trainable

- Leadership presence
- Calm under pressure

### ● Not Trainable

- Accountability mindset
- Problem solving
- Ownership

### **Rule of thumb:**

If a red competency is missing, do not hire.

## A NOTE ON CULTURE FIT

**Beyond skills and experience, strong teams are built with people who are:**

**Humble** – open to feedback and learning

**Hungry** – motivated and driven to contribute

**Smart** – people smart and aware of how they impact others

These traits are hard to train and critical for healthy teams.

## RECRUITING WITH CLARITY

**Start with clarity, not a job post.**

1. Clarify the role
2. Decide what matters most
3. Post intentionally
4. Screen for minimums
5. Phone screen for alignment
6. Structured interview
7. Set expectations early

*Clarity upfront saves time later.*

## INTERVIEWING FOR COMPETENCIES

**Ask questions that reveal patterns, not perfect answers.**

### **Accountability**

*“Tell me about a time you held someone accountable when it was uncomfortable.”*

### **Problem Solving**

*“Tell me about a situation that went sideways. What did you do?”*

### **Communication**

*“How do you typically set expectations with your team?”*

### **Calm Under Pressure**

*“Describe a high stress situation and how you handled it.”*

## CLARITY DOESN'T STOP AFTER HIRING

Setting expectations early prevents conflict but **ongoing clarity is what drives performance.**

Job scorecards should be used to:

- Guide regular check ins
- Support coaching conversations
- Identify where training or tools are needed
- Keep feedback objective and consistent

Scorecards are not disciplinary tools.  
They are coaching tools.

## CLOSE

**Right people don't fail in the right seats with clear expectations.**

If you want to try this:

- Start with one function
- Clarify one role
- Improve one hiring decision

If you want help doing this efficiently and well, that's exactly what **People Clarity** is built for.