

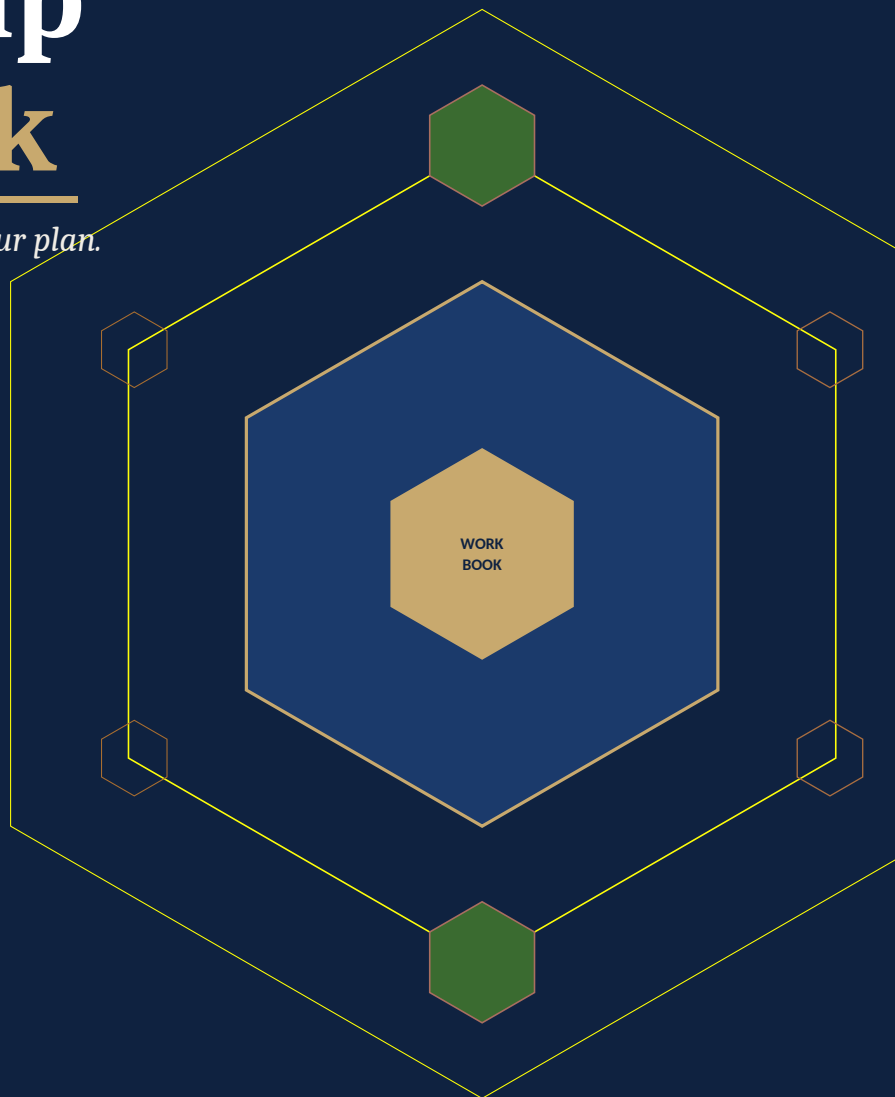
# The ClarityMap Workbook

*Your organisation. Your diagnosis. Your plan.*

## 4 Weeks

10 Exercises · 3 Pillars · 1 Honest Plan · No filters

A structured self-directed diagnostic for post-Series A B2B SaaS founders. Print it. Fill it. Face it.



## HOW TO USE THIS WORKBOOK

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*This workbook is a structured 4-week self-diagnostic. It covers the three pillars AntRidge works across — People, Process, and Culture — and produces a prioritised picture of where your organisation's most acute gaps sit.*

It is designed to be printed and completed by hand, over four weeks, in parallel with running your company. Each week has a focused theme. Each exercise has a time estimate. None of them require more than 60 minutes in isolation. Together, they build a complete organisational map.

Week	Focus	Exercises	Output
Week 1	People — ownership, knowledge, standards	1, 2, 3	People Gap Map
Week 2	Process — systems, accountability, rhythm	4, 5	Process Gap Map + Dependency Score
Week 3	Culture — shadow, safety, values	6, 7	Culture Audit
Week 4	Synthesis — priorities, owners, plan	8, 9, 10	ClarityMap Action Plan

### Three rules before you start:

1. Answer for the organisation as it is — not as you intend it to be or as it was 18 months ago.
2. Where an exercise asks you to collect input from your team, do not summarise their answers. Write them verbatim.
3. If an answer is uncomfortable, that is the signal it is the right answer. Write it down anyway.

At the end of Week 4, you will have a complete organisational map and a prioritised action list. You will also have a clear sense of which gaps you can close yourself — and which ones require an external perspective to address properly. That distinction is the most important output of this workbook.

**Time required:** Approximately 6–8 hours total across 4 weeks. The most time-intensive week is Week 4 — the synthesis. Do not skip it. The synthesis is where the workbook pays off.

## YOUR STARTING POINT

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Company name:

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Date started:

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Headcount today:

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Months since last raise:

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In one sentence — what is the most painful operational problem right now?

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WEEK 1

# People

Ownership, Knowledge, and Standards

7 DAYS to complete

The People pillar is about the gap between how ownership, knowledge, and quality are assumed to work in your company — and how they actually work. This week's exercises are designed to make that gap visible.

EXERCISE 01

## The Ownership Map

~ 45 min

PEOPLE

List every senior function in your company (VP/Head level and above). For each, answer the four ownership questions below as honestly as you can. Do not write what you intend — write what is actually true today.

Function / Role	Who owns outcomes? (one name)	Can they name their top 3 decisions without asking you?	Is this written down anywhere?
1.		Y / N	Y / N
2.		Y / N	Y / N
3.		Y / N	Y / N
4.		Y / N	Y / N
5.		Y / N	Y / N
6.		Y / N	Y / N

How many "N" answers did you circle?

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Which function's ownership gap concerns you most — and why?

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EXERCISE 02

## The Knowledge Risk Audit

~ 30 min

PEOPLE

Identify the five people whose departure would cause the most operational disruption. For each person, answer: what would leave with them?

Person	Role	What operational knowledge exists only in their head?	Documented anywhere? (Y/N)
1.			Y / N
2.			Y / N
3.			Y / N
4.			Y / N
5.			Y / N

What is the single highest-risk knowledge dependency in your company right now?

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EXERCISE 03

~ 60 min + team time

PEOPLE

## The Standards Test — Team Version

This exercise requires you to collect written input from your team before completing it.

Step 1: Choose one core function in your company (Customer Success, Sales, Product, Engineering — whichever has the most quality variation).

Step 2: Without telling them what you will write, ask your 3 most senior people in that function to complete the prompt below independently, in writing, without discussing it with each other.

Step 3: Collect their answers. Then write your own. Compare all four side by side.

The prompt to give your team (send as a 5-minute written task):

"In 3-5 sentences, describe what excellent work looks like in [function] at [Company]. Be specific — not aspirational. What does someone do, how do they do it, and how would you know it was done well?"

FUNCTION CHOSEN:

PERSON 1 — verbatim	PERSON 2 — verbatim	PERSON 3 — verbatim	YOUR VERSION

The gap between these four answers IS your Standards Gap.

If any two answers are substantially different, you do not have a shared standard — you have four individual preferences. The team has been working to different specifications without knowing it.

What is the most significant difference you found between the four answers?

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What does this tell you about how quality is currently defined in this function?

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EXERCISE 05

~ 45 min

PROCESS + PEOPLE

## The Founder Dependency Stack — Honest Score

Score yourself on each layer. The scoring anchors are written to make it difficult to give yourself a score you have not earned.

A score of 1 means: if you disappeared for 3 months, this layer would function without you. A score of 5 means: this layer requires your daily presence. Most founders score between 3 and 4.5 on most layers. That is not a failure — it is the starting point.

FOUNDER DEPENDENCY STACK — SELF-SCORE	1	2	3	4	5
<b>DECISIONS</b> Decisions that require your input that should not need you.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>KNOWLEDGE</b> Critical context that lives only in your head.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>STANDARDS</b> Quality defined by "what you would do."	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>CULTURE</b> Norms that exist because you model them.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>DIRECTION</b> The path you set for your organisation.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>TOTAL SCORE (add your 5 numbers)</b>					<input type="text"/>

Your total	What it means	Urgency
5 - 10	Your organisation has meaningful independence. The dependency gaps that exist are specific and manageable.	Low — address in next 6 months
11 - 17	The organisation functions, but is meaningfully founder-dependent. Growth will expose these gaps in the next 12 months.	Medium — start in next 90 days
18 - 25	The company is significantly founder-dependent. One forcing event — a key departure, a rapid hiring phase, a raise — will surface this as a crisis.	High — this is the most important work right now

My total score:

Which single layer concerns me most — and what would need to be true for me to score it a 1?

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WEEK 3

## Culture

*Founder Shadow, Psychological Safety, Values Drift*

7 DAYS

to complete

*The Culture week is the most personal. The exercises here are not about what you intend — they are about what you do, and what that creates in the organisation around you. Go slowly. Be honest. The discomfort is the signal.*

EXERCISE 06

### The Founder Shadow Audit

~ 45 min

CULTURE

For each statement, answer "What do I do?" not "What do I intend?" Use specific recent examples where possible.

When I receive bad news or a missed target, my typical response is:

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The last time someone brought me a problem I did not want to hear, what happened next?

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The last decision I could have delegated but did not — and why:

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What do I praise in public? What does that signal about what I actually value?

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What behaviour have I tolerated in a high performer that I would not tolerate in others?

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**The hardest question:**

*If your team were asked to describe "how the founder behaves when things are hard" — what would they say? Write it below, not as you hope they would say it, but as you honestly think they would.*

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EXERCISE 07

### The Psychological Safety Check + Values Audit

~ 45 min

CULTURE

#### PART A — Psychological Safety

Answer these questions with specific examples, not general impressions.

Think of the last time you were surprised by a problem that had been developing for weeks. Who knew? Why did it not reach you earlier?

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Think of the last meeting where a difficult topic came up. Where did the real conversation happen — in the room, or after?

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Who in your leadership team disagrees with you most often? How does that disagreement typically surface?

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Has anyone been visibly penalised (subtly or explicitly) for bringing you bad news in the last 6 months? Be honest.

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#### PART B — Values Audit

List your company's stated values (from the careers page, handbook, or all-hands deck):

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For each value, name one decision made in the last 3 months that was consistent with it. Then name one that contradicted it.

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Which value is most consistently honoured? Which is most consistently compromised?

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WEEK 4

## Synthesis

*Priorities, Owners, and the Honest Plan*

7 DAYS

to complete

*Week 4 is where the workbook pays off — and where most founders discover something they did not fully anticipate. This week, you synthesise everything from Weeks 1–3 into a prioritised action plan. You will name owners. You will estimate hours. You will do the arithmetic.*

### Before you begin Week 4:

*Re-read everything you wrote in Weeks 1–3. Highlight the 3 answers that surprised you most, the 3 that made you most uncomfortable, and the 3 that, if left unaddressed, would cause the most damage in the next 12 months. Those nine are your starting point for Exercise 8.*

EXERCISE 08

### The Full Gap List — Everything That Needs to Change

~ 60 min

ALL PILLARS

*Transfer every significant gap identified in Weeks 1–3 into the table below. Be complete. Do not pre-filter. List everything that would need to change for your organisation to be genuinely well-designed. Then assign an owner and estimate how many hours per week the fix requires. Then add up the last column.*

GAP / ISSUE IDENTIFIED	PILLAR	OWNER	BY WHEN	HOURS / WEEK REQUIRED
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				

**TOTAL HOURS / WEEK REQUIRED:**

**Look at the total hours per week number.**

**That number is what "doing this yourself" actually requires — above and beyond running your company. If it is more than 10-15 hours per week sustained over 3-4 months, you now understand why most self-directed organisational change efforts stall. Not because the will was absent. Because the arithmetic was never done honestly.**

## EXERCISE 09

**The Priority Stack — What Gets Fixed First**

~ 30 min

ALL PILLARS

From the full gap list in Exercise 8, identify the three gaps that — if left unaddressed — would cause the most damage in the next 12 months. These are not the easiest to fix. They are the most important to fix.

**1ST PRIORITY** Highest consequence if unaddressed

The gap:

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Why this one, not a different one:

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What would need to be true in 90 days for this gap to be closed?

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**2ND PRIORITY** Second highest consequence

The gap:

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Why this one, not a different one:

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What would need to be true in 90 days for this gap to be closed?

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**3RD PRIORITY** Third highest consequence

The gap:

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Why this one, not a different one:

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What would need to be true in 90 days for this gap to be closed?

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**EXERCISE 10** ~ 30 min ALL PILLARS

## The Honest Conclusion

*These final questions are not diagnostic. They are reflective. Answer them after you have completed Exercises 1–9. Give yourself time before you write — at least one night between Exercise 9 and Exercise 10.*

Looking at everything this workbook surfaced: what did you already know but had not fully acknowledged?

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Which gap is most founder-created? What would need to change in how you operate for that gap to close?

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What is the single thing that, if you fixed it in the next 90 days, would have the largest effect on the organisation's ability to run without you being the answer to every question?

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Be honest: which of the three gaps on your priority list do you have the bandwidth, proximity, and judgment to address alone — and which one requires someone who is not inside the system to address properly?

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YOU HAVE FINISHED THE WORKBOOK.

*That is not a small thing. Most founders who start this process do not complete it — not because it is technically difficult, but because seeing your organisation clearly is uncomfortable, and the discomfort creates a strong pull toward the next urgent thing on the list.*

You have a complete picture of your organisation now. You know which gaps matter most. You know what fixing them requires. You have an honest estimate of the hours involved. You have answered the question — for at least one of your top three priorities — about whether you can address it from inside the system.

**What most founders discover at this point:**

*The workbook is complete. The plan is clear. The gaps are named. The owners are assigned. The hours are estimated. And the total is more than one person can carry while also running the company.*

*That is not a failure of the workbook. That is the workbook working exactly as designed. The most important output is not the list. It is the arithmetic.*

If you would like to discuss what you found — without a pitch, without a proposal, without an agenda — send a note to [sayan@antridge.in](mailto:sayan@antridge.in). Tell us what surprised you most. That is enough to start.

WANT THE SCORED DIAGNOSTIC FIRST?	READY FOR THE FULL CLARITYMAP?	JUST WANT TO TALK IT THROUGH?
Take the <b>ClarityScore</b> — 8 minutes, scored output across People, Process, and Culture. Confirms and quantifies what this workbook surfaced.	<b>ClarityMap</b> is the 4-week hands-on diagnostic — everything in this workbook, done with AntRidge inside the organisation. ₹2.5L. Four weeks. A complete prioritised plan.	Email <a href="mailto:sayan@antridge.in">sayan@antridge.in</a> with one sentence about what this workbook surfaced. No pitch. A direct conversation about what would be most useful at your stage.
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