

What this is already costing you.

Your numbers, from your books. Nine lines off last year's P&L, and the total most owners have never added up.

This page stays in your building. We don't keep a copy.

*A number floating alone always looks strange.
Context is a courtesy.*

YOUR NUMBERS

Nine numbers from your books.

Pull last year's P&L. Most of these are single lines in QuickBooks; a few are scattered across several, and finding them is half the point.

THE INTAKE

1. Total revenue, trailing 12 months _____
2. Advertising + marketing spend _____
3. Total payroll
blended wage × headcount × 2,080. Add ~25–30% if you want burden included. _____
4. Departures, last 12 months
a count, not a dollar figure. It isn't in QuickBooks, which is the point. _____
5. Recruiting spend
job boards, agency fees, signing bonuses. Check Advertising and Professional Fees. _____
6. Training + continuing education _____
7. Company events
the party, the picnic. Usually hiding in Meals & Entertainment. _____
8. Recognition + employee relations _____
9. Overtime premium, last 12 months
understaffing from turnover hides here _____

OPTIONAL • THE DEEPER PULLS

- Workers comp experience mod _____
- Per-seat software, per employee per month
you already pay per-employee pricing to route the trucks _____

Your culture budget already exists. It's just filed under symptoms: recruiting, retraining, overtime, and the ad dollars replacing customers somebody stopped caring about.

Where to book any of this spend is your accountant's call, not ours. This worksheet shows relative scale only. It is not accounting or tax advice.

SIDE BY SIDE

What you already spend, next to what this costs.

Five of those lines are culture money already leaving the building. Add them up, and this stops being a new expense and becomes a comparison.

ALREADY GOING OUT THE DOOR, EVERY YEAR

Sample column: a 26-person service company doing \$4.9M a year. Yours will differ. It is here so your own totals have something to sit beside.

	YOURS	SAMPLE
Fighting the symptoms recruiting + overtime (lines 5 + 9)	_____	\$65,100
Culture attempts training + events + recognition (lines 6–8)	_____	\$29,800
Total, checkbook lines only	_____	\$94,900
<i>...before counting line 4: departures at 33–200% of a salary each</i>	_____	<i>\$115,000+</i>

THE PROGRAM, BESIDE IT — we fill this in together

HQ year one, all in	_____
HQ new cash out the door	_____
One employee's annual wages, for scale payroll ÷ headcount, from line 3	_____
Per dollar already going out, HQ all-in costs	_____

This is the half we fill in together. Total your left column first. That number is yours whether you ever call us or not, and most owners have never added it up. When you're ready to see the comparison, we'll complete the right side on a call using your actual headcount. No obligation, no follow-up sequence.

Every company already funds its culture. Most of it goes to fighting the symptoms and hoping the party helps. This is the only version with an instrument attached, and the instrument is included.

HQ addresses the symptom lines over time; it does not replace training you value. Your figures come from your books and stay with you.