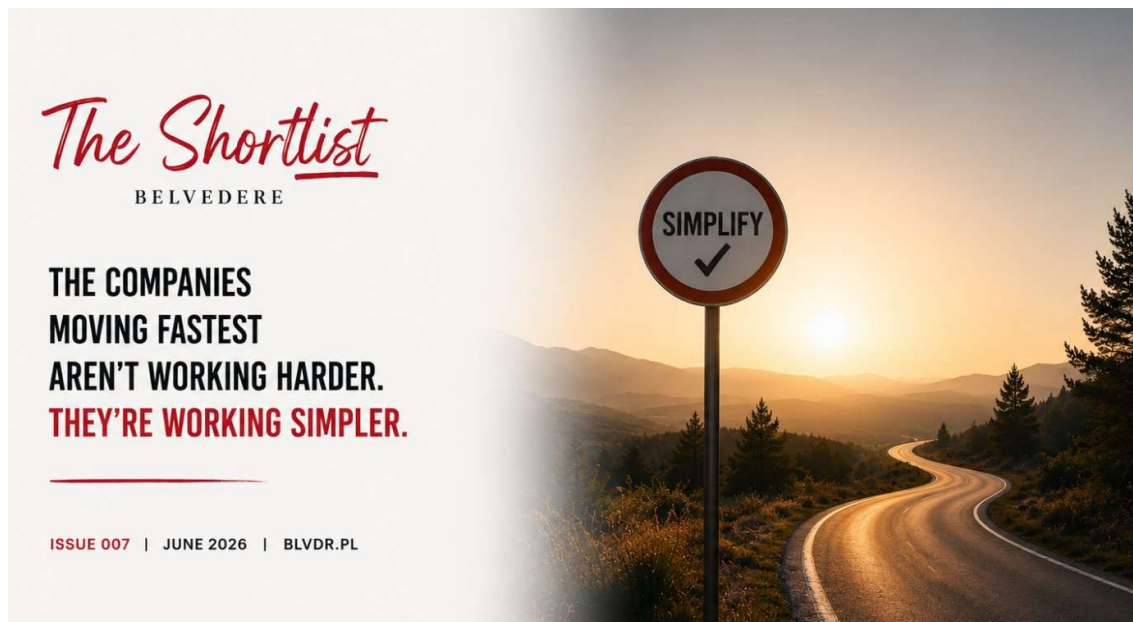




Welcome back to ***The Shortlist*** from [Belvedere Recruitment](#).

Over the last six editions, we've explored some uncomfortable truths shaping the world of work:

- More applicants don't solve talent shortages.
- The perfect candidate is disappearing.
- Nobody trusts job descriptions anymore.
- AI doesn't create competitive advantage on its own.
- Confidence is becoming the new currency.
- And perhaps the biggest career risk isn't AI. It's indecision.

This week, we're exploring something that quietly sits beneath all of them.

Complexity.

Or more importantly...

Why the organisations that are winning aren't necessarily adding more. They're removing more.

Every year, businesses invest millions trying to become faster.

New technology.

New platforms.

New dashboards.

New processes.

New reporting.

New meetings.

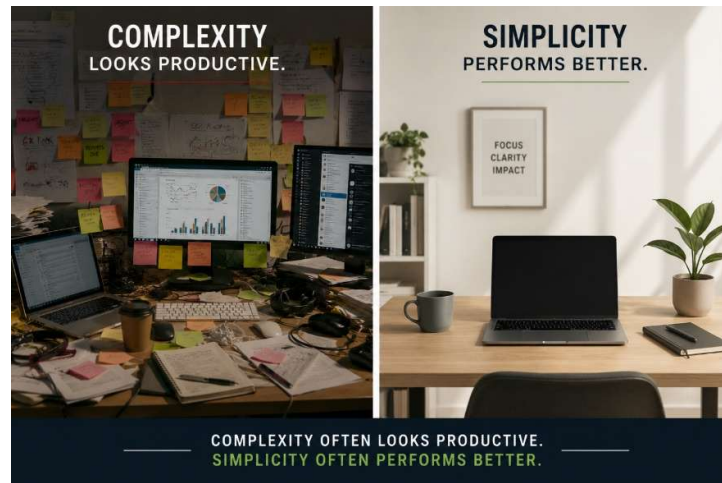
New approval layers.

Yet somehow...

Many organisations feel slower than they did five years ago.

Why?

Because somewhere along the way, many businesses accidentally confused complexity with progress.



They're not the same thing.

Adding another approval doesn't automatically reduce risk.

Adding another dashboard doesn't automatically improve decisions.

Adding another meeting rarely creates alignment.

Sometimes it simply creates friction.

And friction is one of the most expensive things an organisation can create.

Not because people stop working.

Because they stop moving.

We see this every week across banking, fintech, shared services and technology organisations throughout Poland and CEE.

One hiring manager recently said something that perfectly summed up today's market:

"We don't actually have a talent shortage. We have a decision shortage."

The candidates weren't the problem.

Internal alignment was.

The role had been open for three months.



Not because the market lacked talent.

Because six stakeholders all had slightly different ideas of what "good" looked like.

The irony?

The best candidate accepted another offer while everyone was still debating the shortlist.

That story isn't unusual anymore.

It's becoming normal.

Candidates notice it too.

Seven interview stages.

Four weeks between updates.

Three rounds of internal approvals.

A job description signed off by five different departments.

Candidates don't simply see a slow hiring process.

They see a preview of how decisions get made inside the business.

And increasingly, they draw conclusions.

"If recruitment feels this complicated, what will working here actually feel like?"

The same thing happens internally.

Many professionals now spend more time coordinating work than doing work.

Updating trackers.

Preparing slides.

Attending status meetings.

Explaining progress.

Requesting approvals.

Managing systems.

Instead of solving problems.

Harvard Business Review has written extensively about decision fatigue and organisational drag, showing how excessive complexity slows execution, reduces engagement and weakens accountability.

McKinsey's research on organisational health repeatedly reaches a similar conclusion:

The highest-performing organisations are rarely the most complicated.

They're the clearest.

Clear strategy.

Clear priorities.

Clear ownership.

Clear communication.

Clear decisions.

Because clarity doesn't just improve productivity.

It creates confidence.

Scott Galloway often talks about attention becoming the scarcest resource in the modern economy.

That's equally true inside organisations.

The companies winning today aren't necessarily those with the most technology.



They're the ones protecting attention.

Protecting focus.

Protecting decision-making.

Protecting momentum.

Technology has become easier to buy.

Attention hasn't.

This matters even more as AI reshapes work.

The organisations benefiting most from AI are not simply automating more tasks.

They're redesigning work itself.

Removing unnecessary handovers.

Reducing repetitive decision-making.

Giving people more space to think.

Because AI shouldn't just make existing processes faster.

It should challenge whether those processes need to exist at all.

That's a very different conversation.

The World Economic Forum continues to identify agility and adaptability as defining capabilities for future-ready organisations.

But agility isn't built by moving faster for the sake of it.

It's built by removing the friction that slows good people down.

That's why the strongest organisations we work with have something in common.

Not bigger HR teams.

Not bigger recruitment budgets.

Not bigger technology stacks.

They simply make good decisions more quickly.

Their leaders communicate clearly.

Their hiring managers align early.

Their recruitment processes respect candidates' time.

Their teams know who owns what.

Simple.

Not simplistic.

There is a difference.



SIMPLE. NOT SIMPLISTIC.
THERE IS A DIFFERENCE.

THE BEST SYSTEMS AREN'T SIMPLE BECAUSE THEY'RE EASY. THEY'RE SIMPLE BECAUSE THEY'RE INTENTIONAL.

- EVERY ELEMENT HAS A PURPOSE**
Nothing is included by accident.
- REMOVES FRICTION, NOT VALUE**
Designed to eliminate what slows you down.
- EASY TO UNDERSTAND**
Clarity supports better decisions.
- BUILT FOR SPEED UNDER PRESSURE**
Simplicity enables faster execution.
- EMPOWERS PEOPLE**
Clear systems build confidence and ownership.

 When systems are intentional, people move faster.
Clarity creates confidence. Confidence creates momentum.

Here's what we're seeing across Poland and CEE right now:

- Leadership teams reducing unnecessary approval layers.
- Greater focus on accountability over hierarchy.
- Businesses redesigning hiring around speed and candidate experience.
- AI being used to remove administration rather than replace judgement.
- Stronger demand for commercially-minded professionals who can make decisions, not just complete tasks.
- Organisations investing more heavily in communication, alignment and leadership capability than ever before.

And perhaps the biggest shift of all?

The organisations attracting the best talent aren't necessarily offering more.

They're creating less friction.

So here's the question worth sitting with this week.

If you removed one process...

One approval...

One recurring meeting...

Or one report...

Would anything actually get worse?

Or would people finally have more time to do the work they were hired to do?

Over the last seven weeks, one theme has quietly connected every edition of *The Shortlist*.

Trust.

Confidence.

Judgement.

Clarity.

None of them come from adding more.

They come from knowing what to remove.

Because in a world becoming exponentially more complex, the organisations that will outperform won't necessarily be the ones with the most technology.

They'll be the ones that make difficult things feel simple.

If this resonated, follow Belvedere and share it with someone navigating hiring, scaling or organisational transformation right now.

You probably already know who that person is.

And if there's a hiring contradiction, leadership challenge or workplace trend you'd like us to unpack in future editions, let us know in the comments.

We genuinely read every message.

The Belvedere Team

Growing globally. Rooted in Poland & CEE.

 www.blvdr.pl