

FIRST, TEST PURPOSE

Do we all understand why what we do matters, and to whom? If the answer differs around the table, start there.

HOW TO BUILD IT




START WITH WHAT MATTERS

Two or three outcomes
this quarter must
move.

FIND THE FRICTION

Where work stalls,
waits, repeats or
escalates.




BASELINE AND TARGET

Where you are today,
what good looks like.

REVIEW WITH THE TEAM

Read the story behind the numbers together.

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FIX WHAT MATTERS

One or two fixes, named owners, start now.

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YOUR QUARTERLY SCORECARD

Quarter: _____

Friction Measures (leading — what we change)				
Friction Point	What We Will Track	Why It Matters	Baseline	Target
✂️ Decisions waiting				
↔️ Process rework				
🔄 Recurring issues				
⤴️ Escalations to you				
🪑 Capacity sitting idle				

BUSINESS OUTCOMES (lagging – what it proves)

OUTCOME AREA	WHAT WE WILL TRACK	WHY IT MATTERS	BASELINE	TARGET
↕ Margin				
🕒 Lead time				
🔄 Quality and consistency				
👥 People and retention				
🕒 Owner time freed				

REVIEW AND LEARN, EVERY QUARTER

Q Where did friction actually drop?

What is driving the numbers, up or down?

What will we do differently next quarter?

FOCUS YOUR NEXT QUARTER

Friction points we will clear:

Owners, and review date: