CLEAR THE FRICTION

Practical Business Improvement for Established SMEs

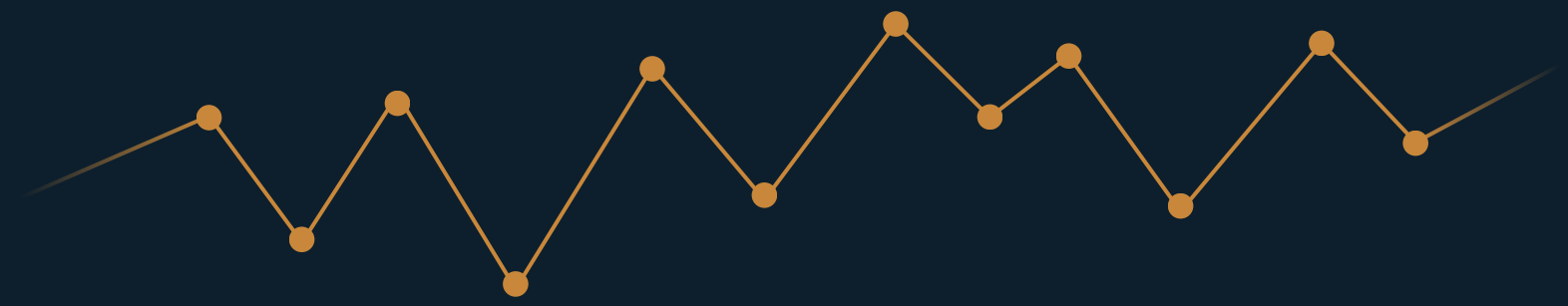
FREE GUIDE

THE FOUR RIGHTS SERIES - 01 OF 04

The Right People



Have you done everything you can — before you decide it's them?



Includes Find / Focus/ Fix framework + The Check worksheet

FREE DIAGNOSTIC **INSIDE**

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> *"I sat with a sales leader as part of a diagnostic. Their team was measured on calls made and meetings booked. Activity, activity, activity. So I asked one question: how do you know the activity is any good? Silence. Nobody was watching it. Nobody was coaching it. That's not a people problem. That's a leadership one."*
>
> RICKY MUDDIMER. FOUNDER. CLEAR THE FRICTION

When someone isn't delivering, the instinct is to question their attitude. It's almost always the last thing to look at, not the first. People underperform for one or more of four reasons — and where they sit matters more than most leaders admit.

FIND

The four reasons — and who owns each one

KNOWLEDGE	SKILLS	TOOLS & ENVIRONMENT
They don't know how to do what you're asking	They know — but can't yet apply it.	No/wrong kit, systems or process — or no safety, clear goals, feedback and coaching.

ABOVE THE LINE IS ON YOU

MINDSET	Not solution-focused, not resilient, slow to bounce back. The one you can create the conditions for — but can't install for someone. Only look here once the three above the line are resolved.

When the instinct is to reach below the line, stop. Work the three above the line first. Most of the time, the gap is sitting up there — in something you own.

FOCUS

The cost of not doing this

Avoidance feels kinder. It isn't. It's just more expensive. Every month you delay a conversation you needed to have, the cost compounds — in performance, in team morale, and eventually in money.

£200k

I once asked an HR director at a law firm to put a number on the real cost of managers not stepping in early and deliberately. For three people who genuinely couldn't be saved, she added up the performance decline, the settlements, and the ramp-up of their replacements to competence.

One HR Director's calculation, for three real exits at one firm — an illustration of scale, not a benchmark.

Three people. Because the intervention came too late to be either kind or cheap.

FIX

The mirror check

Before you conclude it's the person, work the four reasons and look yourself in the mirror: have you genuinely done everything you can to help them succeed?

Clear expectations. Real development. The right tools. Honest coaching. Have you given them every opportunity to opt in? If you haven't, you've no right to judge them yet. The gap might be one you caused.

When you do this properly, something happens. People self-select. Once expectations are clear and support is real, the ones it isn't for tend to recognise it themselves — often before you do. That's not you pushing them out. That's the clarity doing its job.

The worksheet on the next page will help you work through the four reasons honestly — one person at a time.

RIGHT PEOPLE WORKSHEET

The Check

Pick one person who isn't delivering. Work through the four reasons in order—be honest and stay strict about the three above the line before you land on mindset.

Mark how well each reason is truly in place. Work top to bottom. Be strict.

WHAT HAPPENS	OWNER	IN PLACE?
Knowledge		
Do they know what is expected of them?	YOU TO CLOSE	○ ○ ○
Do they know how to do it?		○ ○ ○
Do they know what good looks like?		○ ○ ○
Skills		
Can they apply what they know?	YOU TO CLOSE	○ ○ ○
Can they deliver to the expected standard?		○ ○ ○
Tools & Environment		
Do they have the right tools to do the job?	YOU TO CLOSE	○ ○ ○
Do they feel safe and that you have their back?		○ ○ ○
Do they feel they can ask for support when needed?		○ ○ ○
MINDSET		
Do they see problems over solutions?	THEIRS	○ ○ ○
Do they believe they can do what is being asked of them?		○ ○ ○
Do they want to contribute?		○ ○ ○

Now work the three questions:

1. **Find it.** Which reason is really in play? Name it

2. **Focus it.** Which single one would move the needle most if you closed it this month?

3. **Fix it.** What will you close for them this month — and when will you check?

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