



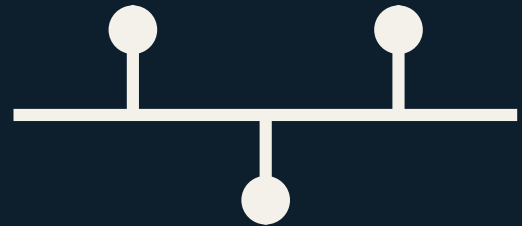
**CLEAR THE
FRICTION**

Practical Business Improvement for Established SMEs

FREE GUIDE

THE FOUR RIGHTS SERIES - 02 OF 04

The Right Things



What are you doing brilliantly — that shouldn't be done at all?



Includes Find / Focus/ Fix framework +
Can You Draw the Line? worksheet

clearthefriction.co.uk

**FREE
DIAGNOSTIC
INSIDE**

"Our marketing director watched a project we were pouring money into and called it a bicycle for fish. A great bike. Beautifully made. Utterly useless, because fish don't ride bikes. Everyone knew she was right. And then the meeting moved on, and we carried on building the bike."

RICKY MUDDIMER. FOUNDER. CLEAR THE FRICTION

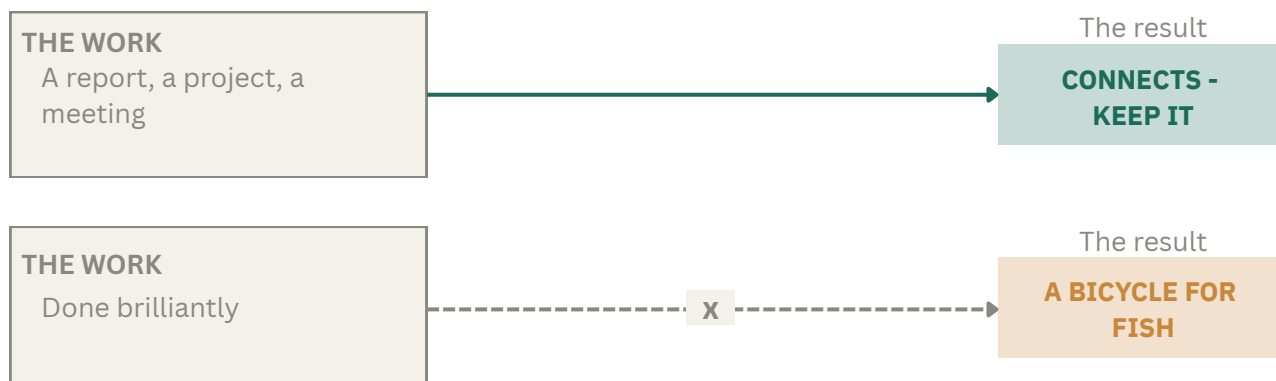
The clarity was in the room the whole time. What was missing wasn't insight. It was the bravery to act on it. That's the Right Things problem — and it's one of the most expensive sources of friction in any established business.

FIND

The line-of-sight test

Right Things isn't about doing things right — faster, smoother, cheaper. It asks the harder question first: should we be doing this at all? The test is line of sight: can you draw a straight line from the work to the result the business actually needs?

THE LINE OF SIGHT TEST - APPLY TO ANY REPORT, PROJECT, MEETING OR PROCESS



If the line bends, breaks, or needs a "well, indirectly...", you've found something to question. That's busyness versus business — motion that feels like progress but moves nothing.

FOCUS

The real cost of the beautiful bike

The wrong thing, done brilliantly, doesn't just waste the effort you put into it. That's the smaller loss. The bigger one is everything that effort wasn't spent on — every pound, every hour, every good person's best attention, poured into a bike no fish will ever ride.

20x

I watched a six-figure question become a more-than-twentyfold answer, because it was easier to keep building than to stop. The challenge came once, early. Nobody was brave enough to keep pressing it — so the spend kept climbing until the business ran out of road.

A real project I was part of. Figures held deliberately broad — the growth is the point, not the precise number.

That's the real price of busyness. Not the wasted work. The right work that never got done.

FIX

The braver move

Spotting the wrong thing is the easy bit. Most teams, if you ask them honestly, can point straight at the work that doesn't really matter. The friction isn't awareness.

It's bravery. Challenging the work is uncomfortable — it means asking "why are we actually doing this?" in a room full of people who are invested in it. And busyness is safe. Nobody gets pulled up for being busy.

Right Things asks for two kinds of bravery: brave enough to stop doing what adds nothing, and brave enough to challenge — out loud, in the room — why something exists at all.

The worksheet on the next page will help you find your bicycle for fish.

Can You Draw the Line?

Pick one thing your team spends real effort on — a report, a process, a recurring meeting, a project everyone's grown used to. Run it through the test below.

Score how cleanly this work connects to the result the business needs. Be strict — "well, indirectly" counts as a no.

THE QUESTION	YOUR ANSWER	VERDICT
The result Name the outcome it should serve		DRAW THE LINE
The link Is the line straight, or does it bend?		DRAW THE LINE
The reason "Always done it" doesn't count		DRAW THE LINE
The verdict Keep it — or a bicycle for fish?		BE HONEST

NOW WORK THE THREE QUESTIONS:

- 1 Find it.** Which work can't you connect to the result? Name the bicycle for fish.

- 2 Focus it.** Of those, which eats the most effort for the least result?

- 3 Fix it.** What's the braver move — stopping it, or challenging the person who owns it? Do that one thing this week.
