



# EXECUTIVE BRIEF

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## Operational Friction: Where Growth Gets Stuck

A premium, time-saving diagnostic lens for leaders who suspect that systems, workflows and reporting are quietly slowing the organisation down.

### The 4 Friction Zones

- Systems – Disconnects between ERP/CRM/Excel/SharePoint/BI where data handoffs become manual.
- Workflows – Hidden loops: rework, approvals, unclear ownership, and process drift.
- Reporting – Manual consolidation, inconsistent numbers, and “spreadsheet truth” dependency.
- Handoffs – Where work crosses teams: email-driven coordination, waiting, and missing context.

### 10 Signals You’re Carrying Operational Friction

- Monthly reporting takes days (or depends on one person).
- The same data is re-entered in multiple places.
- Teams argue about whose numbers are correct.
- Approvals stall because context lives in email threads.
- “We’ll fix it later” has become a standard operating mode.
- A spreadsheet has become a critical system of record.
- Small changes create unexpected downstream issues.
- You have tools, but workflows still feel manual.
- Time is lost searching for documents or the latest version.
- Operational issues surface after the fact, not early.

## 15-Minute Self-Check

- Do we spend 8+ hours/month consolidating reporting manually?
- Do critical workflows rely on spreadsheets or email coordination?
- Do numbers differ between teams/systems?
- Do handoffs across teams cause delays or rework weekly?
- Would a key person being absent stall reporting or approvals?

## How We Work

1. Clarity Call (20 min): Identify where friction shows up.
2. Operational Friction Audit™: Deliver friction map, quick wins and roadmap.
3. Implementation (optional): Automate, integrate, and harden workflows.

## When an Audit Makes Sense

- You suspect material time loss but need clarity on root causes.
- Work crosses multiple systems and manual steps appear between them.
- Reporting is slow, inconsistent, or depends on one person/spreadsheet.
- You want prioritisation on what to fix first and why it matters.

## Next Step

If you recognise these signals, book a Clarity Call. If there is a fit, we'll recommend the Operational Friction Audit™ and define scope.