PELOTON CONSULTING

OPERATIONAL FRICTION CHECK

1 DEFINE WHAT YOU ARE EXAMINING

Process or customer journey:

Outcome this process should deliver:

2 WHERE DO YOU SEE RECURRING FRICTION?

Check any that apply. These are clues, not a diagnosis.

- ☐ **Intake** Incomplete requests
- ☐ **Handoffs** Work waiting between teams
- ☐ **Decisions** Delayed approvals
- ☐ **Priorities** Emergencies disrupt plans
- ☐ **Rework** Corrections or duplicate effort
- ☐ **Ownership** Unclear next-step owner
- ☐ **Measurement** Activity instead of outcomes
- ☐ **Sustainment** Old habits return

3 WHAT ACTUALLY HAPPENED?

Describe one recent example, including what stopped or changed:

4 WHAT DID IT COST OR AFFECT?

Time, money, quality, customer experience, or team capacity:

PELOTON CONSULTING

OPERATIONAL FRICTION CHECK

5 WHAT MIGHT EXPLAIN THE RECURRING PROBLEM?

Working hypothesis (not an established root cause):

6 WHAT IS THE SMALLEST CREDIBLE TEST?

An observation, clearer rule, limited pilot, or change to one handoff:

7 WHO WILL ACT, AND WHEN WILL YOU REVIEW?

Owner of the next action:

Review date:

8 WHAT EVIDENCE WILL YOU COMPARE?

Simple before/after signal: cycle time, rework, wait time, exceptions, or outcomes:

9 WHAT HAPPENED WHEN YOU TESTED IT?

Record the result, what surprised you, and the next adjustment: