

Appendix D

MBFC + SH Friction Identification and Prioritization Toolkit

Purpose

This appendix provides a structured way to identify, categorize, and prioritize sources of organizational friction.

While Appendix B focuses on observing and diagnosing where friction exists, this appendix focuses on organizing those observations into actionable priorities.

The goal is not to eliminate all friction, but to understand which sources of friction matter most to overall system performance.

Core Principle

Not all friction has equal impact.

Some sources of friction are minor and localized. Others affect multiple parts of the system simultaneously. The most important improvements often come from addressing friction that has the widest system effect, not just the highest visibility.

Step 1: List Friction Sources

Using observations from audits, process reviews, employee feedback, customer feedback, or operational data, compile a list of identified friction points.

Each friction point should be described as specifically as possible:

- Where it occurs
- Who experiences it
- What triggers it

Step 2: Map Friction to MBFC Impact

For each friction source, identify all MBFC dimensions affected.

MBFC Dimension	Affected?
More	☐
Better	☐
Faster	☐
Cheaper	☐
Safer	☐
Happier	☐

Most friction affects multiple dimensions. The goal is to understand system-wide impact, not isolated symptoms.

Step 3: Assess Friction Intensity

Not all friction has the same operational impact. Evaluate each friction source using the following scale:

Impact Level	Description
Low	Limited local impact
Moderate	Noticeable impact within a function or process
High	Significant operational impact
System-Wide	Affects multiple functions, departments, or outcomes

Step 4: Assess Frequency and Visibility

Friction that occurs frequently but is low visibility often has a larger long-term impact than isolated high-profile issues.

Evaluation Factor	Question
Frequency	How often does the friction occur?
Reach	How many people are affected?
Visibility	Is the friction visible to leadership or primarily frontline employees?

Repeated small friction often compounds into significant system cost over time.

Step 5: Prioritize Friction Reduction Opportunities

Once friction is identified and mapped, prioritize based on:

Priority Factor	Consideration
System Impact	How broadly does it affect MBFC outcomes?
Frequency	How often does it occur?
Effort	How difficult is it to address?
Persistence	How long has it existed?
Leverage	Will fixing it reduce multiple friction sources?

Friction sources that score highly across multiple factors should receive priority attention.

Step 6: Focus on Net System Improvement

Not all friction should be removed. Some friction is necessary to:

- Manage risk
- Ensure quality
- Maintain compliance
- Protect safety

The key distinction is whether the friction creates net system value relative to its cost.

The objective is not to eliminate friction. The objective is to optimize it.

Closing Perspective

Organizations rarely lack problems to solve. The challenge is determining which problems matter most.

Prioritizing friction based on system impact helps focus improvement efforts where they produce the greatest net improvement.