

Executive Friction Report Template

Purpose

Turn recurring operating friction into prioritized executive decisions, accountable interventions, and measurable 30/60/90-day action.

How to use this tool

Use observable evidence rather than isolated opinion. Complete the report with the leaders closest to the decisions and work. Describe symptoms before proposing solutions. Assign one accountable decision owner for every priority item. Review progress against business value, not activity alone.

1. Executive summary

Business outcome being pursued:

Where value is currently being lost:

Three highest-priority friction conditions:

1

2

3

Executive decisions required now:

2. Friction inventory

Dimension	Recurring signal and evidence	Affected value or stakeholder	Frequency
Decision friction			
Process friction			
Data friction			
Technology friction			
Organizational friction			
Customer-value friction			
Trust and adoption friction			

3. Impact and urgency

Rate impact and urgency from 1 (limited) to 5 (material). Record the evidence behind each rating; the number alone is not the conclusion.

Priority friction condition	Impact 1-5	Urgency 1-5	Evidence	Consequence of no action
1.				
2.				
3.				

4. Root-cause hypotheses

Visible symptom	Root-cause hypothesis	Evidence supporting it	Evidence still needed	How it will be tested

5. Decision ownership

Decision required	Accountable owner	Contributors	Decision boundary	Decision date	Escalation path

6. Recommended interventions

Intervention	Friction addressed	Work to remove or redesign	Technology role, if any	Owner	Dependency

7. Value measures

Intended capability or outcome	Baseline	Leading indicator	Business outcome measure	Review cadence

8. 30/60/90-day action plan

Horizon	Action	Accountable owner	Evidence of completion	Expected value signal
30 days				
60 days				
90 days				

Executive decision check

- ☐ The business outcome and value at risk are explicit.
- ☐ Priority friction is supported by recurring operating evidence.
- ☐ Root causes have been tested rather than assumed.
- ☐ Each required decision has one accountable owner.
- ☐ Work is redesigned before technology is selected or scaled.
- ☐ Measures show changed capability or business value.