

BUSINESS PERFORMANCE FRICTION DIAGNOSTIC

Team Friction Report

Where Meridian Logistics - Operations Team already flows, and where friction is quietly costing time. Capable people doing good work, with a clear map of what to simplify next.

57%

TEAM FLOW

9

PARTICIPANTS

10

DIMENSIONS

Executive summary

This report brings 9 individual diagnostics together into one view of Meridian Logistics - Operations Team. It shows where the team already flows well and where friction is quietly costing time, so effort can go exactly where it will free up the most capacity.

TEAM FLOW

57%

Mixed. Average across the ten internal dimensions. Higher means smoother.

PARTICIPATION

9/10

90% of the team completed the diagnostic.

BIGGEST FRICTION

Over-Control

6 of 9 people held back by this.

STRONGEST FLOW

Growth Mindset

A shared strength to protect and build on.

WHERE FRICTION CONCENTRATES

Over-Control	31% flow
Decision Clarity	39% flow
Strategic Bandwidth	39% flow

WHAT IS ALREADY WORKING

Growth Mindset	86% flow
Authentic Authority	72% flow
Adaptive Execution	72% flow

THE HEADLINE

Meridian Logistics - Operations Team is a capable team doing good work. Most of the drag sits in over-control and decision clarity. Removing it is a design problem, not a people problem.

How to read this report

Every measure is framed around flow. A high score means work moves smoothly. A low score means friction is getting in the way, so more of the team's time and energy goes into working around obstacles instead of into the work itself. None of it is a judgement on the people. It shows where the system around them can be simplified.

FLOW

0 - 100%

How smoothly the work runs across the team. Higher means less friction and more capacity reaching the work.

CONSISTENCY

Even / Uneven

Whether the team experiences a dimension the same way, or some people are held back far more than others.

PEOPLE HELD BACK

Count

How many of the team are being slowed by this dimension right now.

TWO PATTERNS TO WATCH FOR

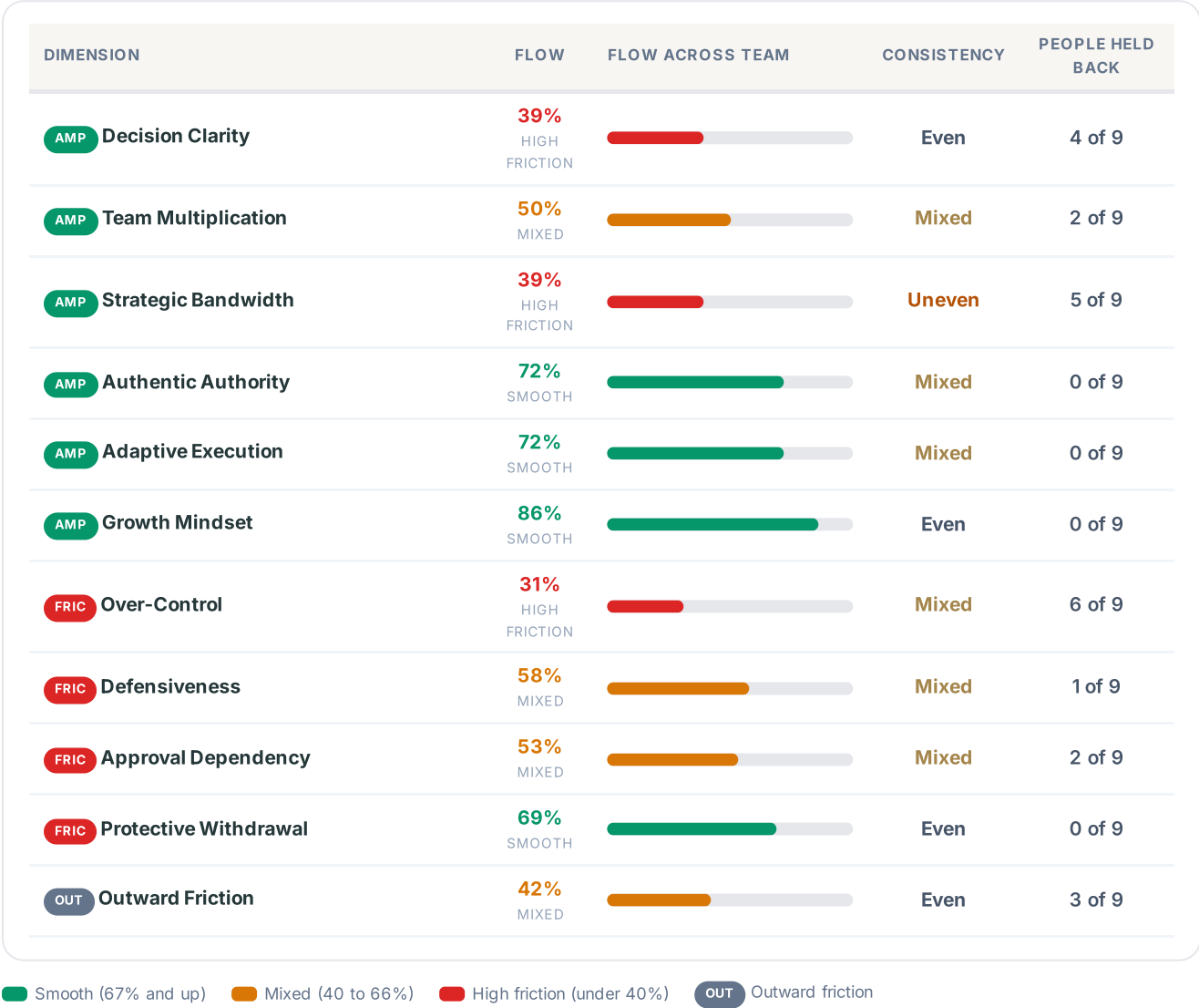
A low score shared by everyone points to a systemic fix. A wide spread points to inconsistency, where some people have cracked something the rest have not.

Internal and outward friction

Most dimensions measure friction the team can act on directly. The final dimension, outward friction, captures drag arriving from outside the team, such as unclear demands from other functions. Separating the two keeps the team focused on what it can change first.

Team friction map

Flow is how smoothly the work runs, higher is better. **Consistency** tells you whether everyone feels a dimension the same way or some are held back far more than others. **People held back** is how many of the team are being slowed by it right now.



Friction hotspots

The three internal dimensions carrying the most friction. These are the highest-leverage places to act, because a shift here lifts the whole team at once.

HOTSPOT 1

Over-Control

31%

High friction · 6/9 held back

How much work gets held too tightly, with sign-off and rework concentrated in a few hands.

ON A BUSY WEEK

Small things wait for approval, and managers redo work rather than let it run.

WHAT REMOVING IT UNLOCKS

Hours given back to leaders and faster flow for everyone downstream.

SUGGESTED TEAM MOVE

Name three approvals to drop this month and let the team run with them.

HOTSPOT 2

Decision Clarity

39%

High friction · 4/9 held back

How cleanly decisions get made and stay made across the team, without looping back for repeated sign-off.

ON A BUSY WEEK

Choices stall waiting for one person, and the same decision gets reopened more than once.

WHAT REMOVING IT UNLOCKS

Faster, steadier decisions and fewer meetings spent revisiting settled ground.

SUGGESTED TEAM MOVE

Agree a simple decision rights map: what each manager can decide alone, together, or must escalate.

HOTSPOT 3

Strategic Bandwidth

39%

High friction · 5/9 held back

How much of the team's attention reaches the important work rather than the urgent.

ON A BUSY WEEK

Diaries fill with reactive tasks, and the higher-value work keeps slipping to next week.

WHAT REMOVING IT UNLOCKS

Protected time for the work that actually moves the numbers.

SUGGESTED TEAM MOVE

Block a shared weekly window for strategic work and defend it as a team.

Team strengths

The dimensions where the team already flows well. These are assets. Name them, protect the habits behind them, and use them as the model when tackling the hotspots.

STRENGTH 1

Growth Mindset

86%
flow

How openly the team treats setbacks as learning rather than blame.

PROTECT AND BUILD ON IT

A team that keeps getting better and takes smart risks.

STRENGTH 2

Authentic Authority

72%
flow

How confidently leaders hold their position without over-explaining or backing down under pressure.

PROTECT AND BUILD ON IT

Clearer direction and quicker alignment when the pressure is on.

STRENGTH 3

Adaptive Execution

72%
flow

How smoothly the team adjusts plans when conditions change, without losing momentum.

PROTECT AND BUILD ON IT

Resilience that keeps delivery steady through change.

WHY THIS MATTERS

Change sticks faster when a team builds from what is already working. These strengths are the foundation for removing friction elsewhere.

Consistency and variation

Two dimensions can share the same average for very different reasons. This page separates friction that everyone feels the same way from friction that lands unevenly, because they call for different responses.

UNEVEN EXPERIENCE (WIDE SPREAD)

Some people have found a way through that others have not. Look for what the higher scorers are doing and spread it.

Strategic Bandwidth 39% flow · Uneven

SHARED EXPERIENCE (NARROW SPREAD)

The team is aligned here. Where the score is high, protect it. Where it is low, a single systemic change helps everyone.

Decision Clarity 39% flow · Even

Growth Mindset 86% flow · Even

Protective Withdrawal 69% flow · Even

Internal versus outward friction

57%
INTERNAL FLOW

42%
OUTWARD FLOW

Internal friction is within the team's gift to change. Outward friction is arriving from other functions or systems. Where outward friction is high, the fix often sits in clearer agreements with the people upstream.

Team heatmap

Every participant against every dimension, shown by code to protect individual confidentiality. Each cell is that person's score from 1 (high friction) to 5 (smooth), coloured by band. Read down a column to see how a dimension lands across the team, and across a row to see one person's pattern. Use it to spot clusters, not to single anyone out.

Participant	DC	TM	SB	AA	AE	GM	OC	DEF	AD	PW	OUT
P1 · Operations Manager	3	3	2	4	4	5	2	4	3	4	3
P2 · Regional Lead	2	3	1	4	4	4	2	3	3	4	2
P3 · Team Lead	3	4	4	5	4	5	3	4	4	4	3
P4 · Shift Manager	2	2	2	3	3	4	2	3	2	3	2
P5 · Planning Lead	3	3	5	4	5	5	3	4	3	4	3
P6 · Warehouse Manager	2	3	1	4	3	4	1	3	3	4	2
P7 · Customer Ops Lead	3	4	3	4	4	4	2	4	4	4	3
P8 · Fulfilment Manager	2	2	2	3	4	4	2	2	2	3	3
P9 · Duty Manager	3	3	3	4	4	5	3	3	4	4	3

Smooth Mixed High friction

DC Decision Clarity **TM** Team Multiplication **SB** Strategic Bandwidth **AA** Authentic Authority **AE** Adaptive Execution **GM** Growth Mindset **OC** Over-
Control **DEF** Defensiveness **AD** Approval Dependency **PW** Protective Withdrawal **OUT** Outward Friction

A ninety day team plan

Three focus areas, drawn straight from the hotspots. Keep it to three. A team that fixes three things well will outperform one that tries to fix ten.

1 **Over-Control** 31% flow · 6 of 9 held back

Name three approvals to drop this month and let the team run with them.

Review at 30 and 90 days · Progress shows as: Fewer approvals in the queue, with hours handed back to leaders.

2 **Decision Clarity** 39% flow · 4 of 9 held back

Agree a simple decision rights map: what each manager can decide alone, together, or must escalate.

Review at 30 and 90 days · Progress shows as: Fewer decisions reopened, and quicker sign-off on everyday calls.

3 **Strategic Bandwidth** 39% flow · 5 of 9 held back

Block a shared weekly window for strategic work and defend it as a team.

Review at 30 and 90 days · Progress shows as: Protected time held each week, with less important work slipping.

HOW TO RUN IT

Pick one hotspot to lead with. Agree one visible change per fortnight. Revisit the diagnostic at ninety days to see the friction fall.

Running the team debrief

The report is a conversation starter, not a verdict. A ninety minute session turns it into commitments. Here is a simple structure.

- TIME

10 min

Open with strengths
Start with what is already working. Name the top strengths and ask the team where they show up. This sets a constructive tone before touching friction.
- TIME

25 min

Explore the top hotspot
Take the biggest friction dimension. Ask what it looks like on a busy week and who feels it most. Explore the pattern, not the people.
- TIME

15 min

Look at the spread
Where experience is uneven, ask the higher scorers what they do differently. Turn their habits into something the whole team can borrow.
- TIME

25 min

Agree three moves
Convert insight into commitments. Three changes, each with an owner and a review date. Keep them small and visible.
- TIME

15 min

Close with the ninety day picture
Agree to rerun the diagnostic in ninety days. Make the goal visible: less friction, more of the team's energy on the work that matters.

Where JBL can help

Once the team knows where its friction sits, the next step is removing it. These are the most common ways teams take this forward.

Team friction workshop

A facilitated half-day built around this report. We work the top hotspots live and leave with agreed changes.

AMPLIFY sprint

A structured programme that turns the ninety day plan into weekly momentum, with accountability built in.

One to one coaching

For the leaders whose patterns shape the team most, focused coaching to shift the habits behind the friction.

Rerun at ninety days

Re-measure to see the friction fall and to keep the team pointed at the next most valuable change.

THE PRINCIPLE

Simplify to Amplify. Take friction out, and the capability that is already there does the rest.

JBL High Performance

SIMPLIFY TO AMPLIFY®

JBL High Performance helps leaders and teams make the next jump. Diagnostics, ninety day sprints, AI coaching through Aiden, live workshops and one to one coaching.

Confidential. Prepared for the named team.