

Your company probably doesn't need more work. **It needs to decide what matters.**

Most ambitious companies are not short of ideas or opportunities. They are drowning in them. Everyone can be busy, doing good work, hitting their own targets, and the company can still fail to move the thing that matters most.

HOW CLEARAHEAD RUNS

SET ONCE

Direction

The Ridiculous Goal, and the cadence you will meet on.

THEN REPEATED, EVERY CYCLE



Constraint → Moves → Learn

Diagnose the one thing in the way

Clear room, then act on it

Decide: continue, change, or move on

The direction is set once and left alone. Everything after it is the loop, and the loop is where the company's attention actually gets spent.

Most companies don't have an effort problem. They have a decision problem.

A company has finite attention and almost infinite possible work. Too many important things compete for the same hours.

Aim higher. Do less. Move what matters. A growth framework for ambitious companies that want sharper decisions without another layer of management.

Most companies prioritise. Clearahead diagnoses.

Prioritisation asks which problem should get attention. Diagnosis asks which condition is actually limiting progress.

Most businesses respond to a problem by adding something. More is easy. Subtraction requires judgement.

FROM

TO

What are our priorities?

What is actually stopping us?

Not every important problem deserves equal strategic attention.

Every department needs a strategic goal.

Put the right people on what is holding the company back.

Run every function well. Send strategic attention where it can change the situation.

We don't have enough capacity.

What are we willing to stop?

Important work does not magically find spare time.

Did we complete the project?

Did it change the situation?

Finishing work is not the goal. Changing what holds you back is.

CLEARAHEAD, IN SHORT

Choose where you're going. Diagnose what is stopping you. Concentrate the right people and attention on changing it. Learn from what happens. Repeat.

How to run Clearahead

One page per step: the method on the left, the questions that pressure-test it on the right, and what you should walk away with at the foot. Step 1 happens once. Steps 2 to 7 are the loop.

WHERE YOU RUN IT

clearahead.ai

Run it wherever works

Clearahead doesn't need software. Run it in a spreadsheet, on a whiteboard, in Trello or Monday.com. Or use the Clearahead app to keep your Goal, Constraint, Moves and check-ins together in one place.

Use the Clearahead app

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Start moving what matters →

BEFORE YOU START · STEP 1

Get the room, set the direction

STEPS 2-6

Diagnose, make room, move

STEP 7 · THEN REPEAT

Run the cadence, decide, go again

BEFORE YOU START DO THIS FIRST

Get the right room

Who needs to be here, and what do we bring?

Clearahead is run by the people who can change the company, using evidence they already have. It is a working session, not a review.

In the room	Founder, CEO or MD, plus the senior leadership team or relevant Heads, with authority to decide, stop work and commit people
On the table	Sales, operational, customer and financial data, plus the list of current projects
Open on screens	Everyone's calendars

Clearahead works when the people in the room can change the company, not merely recommend it.

YOU LEAVE THIS STEP WITH

The right people in one room, enough evidence to argue from, and calendars open.

AUTHORITY TEST

Can this group stop work? If not, invite the person who can.

DON'T BUILD A PACK

Preparing evidence for a week is usually a way of delaying the decision.

STEP 1 · SET ONCE 20 MINUTES

Set the direction

Where are we trying to go?

Every cycle needs one shared direction: the Ridiculous Goal. This is the only step you do once. Everything after it repeats.

A · North star	Founder-led: the Goal is the future you are creating. “Build the UK’s most influential independent education company.”
B · Next step	Established, with a Vision already, such as “Become Europe’s leading sustainable building products group”. Don’t rewrite it; ask what has to become true next.
Ridiculous Goal	Build a £50m business capable of growing without increasing leadership complexity.

Write the Goal once, then leave it alone. The constraint and the Moves are the parts that change.

YOU LEAVE THIS STEP WITH

One Ridiculous Goal, written in a sentence anyone in the company could repeat.

CHALLENGE IT

Would achieving this materially change the company?

Could we get there by doing what we already do slightly better? If yes, aim higher.

DON'T OVERWORK IT

Enough clarity to know where the company is going beats an afternoon of wordsmithing.

STEP 2 · THE LOOP BEGINS 20 MINUTES

Surface the constraints

What is preventing us from making the Goal true?

Brainstorm freely and don't force agreement too early. Say the obvious answers out loud, then look underneath them.

Usual candidates	Demand · Capacity · Cash · Leadership · Hiring · Conversion · Product · Pricing · Delivery · Technology · Decision speed · Retention
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"We missed the quarter"	...may really be: every deal still waits for the founder
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"The team is overloaded"	...may really be: we never stopped last year's projects
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"Marketing isn't delivering"	...may really be: the offer only converts in one segment
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At this stage you are generating possibilities, not priorities.

YOU LEAVE THIS STEP WITH

A written list of credible constraints, with the loudest symptoms separated from possible causes.

KEEP IT OPEN

No ranking yet. Ranking early hides causes behind the loudest symptoms.

WRITE THEM ALL DOWN

The discarded candidates are useful next cycle.

STEP 3 30 MINUTES

Find the Primary Constraint

Which single condition is most limiting progress?

Challenge every candidate, separate causes from symptoms, and be honest about which answers are simply comfortable to discuss. Then choose one.

Write it as	A condition, not a task: “Production capacity is preventing us taking on profitable demand.”
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Record the evidence	Why you believe it, and what would prove you wrong
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You can be wrong. Make the best diagnosis the evidence allows, then let reality test it.

CHALLENGE EACH CANDIDATE

Is this a cause or a symptom?

What evidence makes us believe it?

If it disappeared tomorrow, would progress materially accelerate?

What would prove us wrong?

Are we choosing it because it holds us back, or because it is comfortable to discuss?

YOU LEAVE THIS STEP WITH

One Primary Constraint, the evidence behind it, and the signal that would disprove it.

STEP 4 10 MINUTES

Put the right people on it

Who can actually change this constraint?

Not what every department should do. Only the functions that can causally influence the constraint take Clearahead work. If the constraint is production capacity:

Operations	Redesign the production flow
Finance	Model the investment and the economics
Sales	Change the demand mix and customer promises
Marketing	Nothing strategic against this constraint, and that is fine

Strategic attention follows the problem, not the org chart.

YOU LEAVE THIS STEP WITH

Named people on the constraint, and the functions that are not on it this cycle told so plainly.

ON THE PEOPLE

Everyone keeps running their function. Only those who can move the constraint take Clearahead work.

SAY IT OUT LOUD

Silence gets read as neglect; a clear “not this cycle” does not. When demand becomes the constraint, Marketing leads.

STEP 5 20 MINUTES

Make room

What can get out of the way?

Before adding work, look at what already consumes the attention of the people who need to move the constraint. Stop it, shrink it, automate it, delegate it or delay it. That list is the Kill List.

Stop	The weekly pack that repeats what everyone already knows
Shrink	The two-hour planning meeting, down to thirty minutes
Delegate	Two recurring approvals that only ever get signed

If nothing uncomfortable changes, the Kill List is probably too polite.

YOU LEAVE THIS STEP WITH

A Kill List that frees real hours in the weeks of the people who will do the work.

CHALLENGE IT

Does this actually release meaningful time?

Are we removing real work, or tidying harmless admin?

WHOSE TIME?

Freeing the wrong person's calendar changes nothing.

STEP 6 30 MINUTES

Build the Moves

What are we going to do about the constraint?

One to three Moves. A Move is an intervention you believe could materially change the constraint, so write it as a belief. The format forces the thinking.

Write it as	We believe doing X could change Y because Z
Owner	One name, plus the contributors genuinely required
Time booked	Tuesday 09:00–12:00 · Thursday 13:00–16:00 · named hours, in named calendars

Priority without allocated time is just intention.

YOU LEAVE THIS STEP WITH

One to three Moves, each with a belief, an owner and hours already in the calendar.

AGREE FOR EVERY MOVE

- What are we doing?
- Who owns it?
- Who else contributes?
- What do we expect to change?
- When will they work on it?

KEEP MOVES FEW

More than three and the constraint is not receiving concentrated attention.

STEP 7 · SET ONCE, THEN WEEKLY 10 MINUTES NOW

Run the cadence

When do we come back to it?

Weekly for faster-moving situations, fortnightly where evidence needs longer to emerge. Avoid monthly: too much drifts. The senior leadership team attends, so everyone keeps context on what the company is changing.

0-10 min	Move owners: what we did, what changed, what we learned
10-20 min	Has the constraint moved, and does the diagnosis still hold?
20-30 min	Decisions, owners, and time booked into calendars

If managing Clearahead takes more time than changing the constraint, you are doing it wrong.

YOU LEAVE THIS STEP WITH

A recurring thirty-minute slot in the diary, with the same agenda every time.

NOT A ROUND-ROBIN

Only owners of active Moves give updates. Everyone else is there for context and decisions.

SAME AGENDA, EVERY TIME

Predictability is what keeps it to thirty minutes. Nobody prepares a deck.

EVERY CYCLE IN THE CHECK-IN

Decide what happens next

Has the constraint moved?

Look at the evidence rather than defending the original plan. One of three things is true, and each carries a different decision.

A · It hasn't moved

Did the work happen? Was the Move strong enough? Is the diagnosis wrong? Decide, name the owner, book the time before anyone leaves.

B · It moved, still matters

Decide whether more attention weakens it further. Keep or adjust the Moves, run another cycle.

C · It's no longer the one

Stop optimising it because you have become good at it. Ask what is now most limiting progress, and go back to Step 2.

Every meeting ends with allocated attention, not a list of intentions.

YOU LEAVE THIS STEP WITH

A decision on the constraint, and the next cycle's work already in calendars.

WATCH FOR

Are we learning from the evidence, or trying to prove we were right?

KEEP IT SHORT

Thirty minutes is enough. If it runs long, it has become a status meeting.

Direction once. Everything else, every cycle.

SET ONCE	THEN REPEATED, EVERY CYCLE			
Direction	Constraint	→ Moves	→ Learn	
Goal and cadence. Revisited only when achieved or overtaken.	Steps 2-4	Steps 5-6	Step 7 and the decision	

What stays still	The Ridiculous Goal · the cadence · every function running itself well
What changes	The constraint once cleared · the Moves and their owners · which functions are pulled in

Everyone knows what the company is trying to change. Only the people who can change it are working on it.

- REMEMBER IT AS
- Set the direction.
 - Find what is holding you back.
 - Give it attention.
 - Learn and Repeat.

Set Clearahead up in one leadership meeting.

No transformation programme, no six weeks of workshops. Start in the morning and work differently after lunch.

The questions are simple.
The quality of the answers
determines the quality of
the outcome.

A good Clearahead session challenges assumptions, separates symptoms from causes and refuses to accept the first comfortable answer.

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Let AJ handle it for you

Put Clearahead into practice with the app and keep your team focused on what matters most.

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