

Dental Team Friction Worksheet

Locate where operational work repeatedly loses time, clarity or control before proposing a solution.

Use this non-scored worksheet to select **one** operational problem for further discussion and a locally governed improvement cycle. Complete it with representatives of the roles who actually do the work.

It is not a validated assessment, a psychological-safety scale or a personnel-evaluation tool.

SERVICE OR PRACTICE

ROLES PRESENT

DATE

A. Define the friction

What repeatedly causes lost time, confusion, interruption, rework or avoidable stress?

Where does it occur, and which roles experience it?

What is the observable consequence, and how often does it happen?

B. Describe the work, not the blame

Complete this sentence.

During _____, the team experiences _____, which leads to _____.

Avoid character labels. Careless, resistant, unmotivated and poor communicator are judgments, not observations. Describe actions, conditions and consequences that another observer could recognize.

C. Human conditions

Mark the state that matches what you have actually seen, then write one instance. **There is no score.** These are conversation prompts and this is not a validated psychological-safety scale.

Do not total, average, benchmark or use these responses for performance management. Each response must be accompanied by a specific observed instance. The categories are prompts for discussion, not a numerical scale.

People can raise a concern without retaliation or ridicule.

NOT EVIDENT · OCCASIONALLY · OFTEN · CONSISTENTLY

Write one instance from the last month:

Roles agree on what good performance looks like.

NOT EVIDENT · OCCASIONALLY · OFTEN · CONSISTENTLY

Write one instance from the last month:

Ownership is clear at the point of handoff.

NOT EVIDENT · OCCASIONALLY · OFTEN · CONSISTENTLY

Write one instance from the last month:

Leaders ask before assuming the cause.

NOT EVIDENT · OCCASIONALLY · OFTEN · CONSISTENTLY

Write one instance from the last month:

The team can acknowledge process failure openly, without naming an individual.

NOT EVIDENT · OCCASIONALLY · OFTEN · CONSISTENTLY

Write one instance from the last month:

Run this with a group, and read the disagreement. When several roles consider the same system independently, differences between their observations may be more useful for discussion than an average. Do not average away disagreement. If clinical and non-clinical roles describe the same condition differently, explore the specific examples behind that difference. **Where hierarchy may inhibit participation,** consider confidential pre-work, facilitated collection or another locally appropriate method that does not expose the least powerful participant.

These prompts cannot determine whether a team is psychologically safe. Where formal measurement is required, use an appropriate validated measure together with behavioral and qualitative evidence.

D. Process conditions

Check all that apply.

- ☐ Waiting
- ☐ Missing or late information
- ☐ Setup variation
- ☐ Repeated interruption
- ☐ Duplicate work
- ☐ Ambiguous handoff
- ☐ Unclear ownership
- ☐ Workaround or unofficial process
- ☐ Tool or technology mismatch
- ☐ Schedule demand exceeds designed capacity
- ☐ Other: _____

E. Select the first test

Confirm that the issue is appropriate for improvement work. Urgent safety events, harassment, retaliation, protected employment concerns and mandatory-reporting issues require formal routes rather than this worksheet alone.

Choose a problem that is important, observable, measurable with available data, and small enough for a locally appropriate limited test.

Then go to the Four-Stage Framework. This worksheet ends at the choice of problem. The framework takes it through Redesign and Sustain.

Three questions to start with

1. **Where does the team repeatedly lose time, clarity or control?**
2. **What makes the problem difficult to discuss openly?**
3. **Which small process change can the team test together?**

Information handling. Completed worksheets may contain sensitive operational or workforce information. Store and dispose of them under local policy. Do not send completed worksheets or identifiable operational information to Energized Vision.

About the presenter

Amardeep Bains is a dentist, healthcare executive, ICF Professional Certified Coach and Lean Six Sigma Black Belt, and the Founder and CEO of Energized Vision.

His work is operational design and leadership development in **public and institutional healthcare**, meaning settings where an organization does not choose its patients, its staffing or its schedule.

He serves on the Board of Managers of the California Dental Association and holds active dental licenses in the United Kingdom, Oregon, California and Australia. He speaks on coaching and process design for clinical teams, workforce design and burnout, and psychological safety in constrained healthcare settings.

He has presented on workforce design and team performance to the Society of Teachers of Family Medicine and the FDI World Dental Congress.

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Scientific boundary. This is an evidence-informed implementation resource. It is not a validated diagnostic instrument, a psychological-safety scale, a clinical guideline or a substitute for local governance. The accepted abstract reports directional implementation findings. It does not establish causation, component effects or a universal effect size.

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