



When Leadership Becomes The Bottleneck



At first glance, many practices appear highly productive and structured. The team is experienced and the systems *seem* established. However, oftentimes, all decisions quietly funnel through one person regardless of importance. Not because the team lacks capability, but because the practice has learned to route certainty through the one person before decisions are made,

Over time, this breaks down confidence of highly capable people and creates an invisible operational bottleneck. Employees that joined the team full of energy and ideas, have suddenly stopped participating in fear of being wrong.

Burnout settles in and the team that was once productive and capable becomes reliant on one individual for all decisions made.

Where it begins to show

Team members do not feel comfortable in their own certainty and hesitate before committing to a decision.

Treatment discussions pause until the next step is confirmed. Scheduling questions circle back to leadership before decisions are finalized.

To an omniscient system, none of this appears dysfunctional. In fact, some offices mistakenly interpret this as thoroughness and outcome/quality control.

However, when decision flow is solely reliant on one individual, momentum slows in ways that are difficult to measure, growth stops, and burnout in the decision-maker settles in.

As a result, patients witness this hesitation and lose confidence in your team's ability to care for their needs.

Why effort doesn't solve it

Highly committed owners often respond by becoming more involved in all areas of the practice and unintentionally funnel everything back to them.

They require more direct communication with the team, with the patients, increase oversight, confirmations, and more explanations before finalizing anything.

Ironically, this reinforces the same bottleneck the practice is trying to overcome. It silently destabilizes the team. They begin to rely on the owners ability to make decisions, rather than using their decrement.



When a team begins waiting instead of executing, chaos takes over the day to day. Practice managers are no longer looking for ways to improve the team and practice, and instead become focused on managing the chaos. Growth that becomes increasingly dependent on one persons constant involvement does not allow the practice to move forward.

Advisory Focus



In practices that scale smoothly, decision flow tends to be delegated across roles. The right people are hired and the team operates with confidence.

Structure isn't about taking away the owners voice or ability to make decisions. it is about aligning your team and trusting them to make the right decisions on your behalf so that you can focus on the future.

Learn more about how your team can stop being reactive, and start being proactive leaders.

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