

Teaser Worksheet

Structural Friction Scorecard

A quick worksheet for identifying where execution drag is being created, absorbed, and normalized.

Execution friction rarely appears all at once. It accumulates through slow decisions, weak signal, workaround behavior, and extra layers that feel responsible while making work harder. This public scorecard is intentionally light. The deeper applied toolkit lives inside The Durable Performance Field Guide.

[View the Field Guide](#)[Get the Drift Diagnostic](#)**How to score**

Rate each statement on a 0 to 2 scale. 0 = not visible, 1 = visible sometimes, 2 = visible often.

Best use

Use this worksheet when work is slowing down and nobody can name why.

What this scorecard helps you see

- Decision friction - local decisions rising upward, extra alignment, and approval layers that outlive real risk.
- Signal friction - reporting growth, review-heavy leadership, and repeated explanation without correction.
- Load friction - recurring meetings, reports, and workaround behavior that quietly slow execution.
- Discipline friction - tolerated exceptions, uneven accountability, and standards that bend around influence.

Scorecard items

Mark each statement 0, 1, or 2 based on what is visible now - not what leadership hopes is true.

Decision friction

Statement	0	1	2
Decisions that once stayed local now rise upward more often than they should.			
Teams ask for extra alignment even when risk is low and ownership should be clear.			
Approval steps stay in place even when nobody can explain the active risk they address.			

Signal friction

Statement	0	1	2
Reporting volume grows faster than decision quality.			
Leaders spend too much time reviewing motion and not enough time correcting structure.			
Variance gets explained repeatedly without clear corrective action.			

Scorecard items

Continue the scorecard, then add your total and note the three statements creating the most visible drag.

Load friction

Statement	0	1	2
Recurring meetings or reports continue even when they no longer change a decision.			
Teams carry workaround behavior that feels normal even though it clearly slows execution.			
New coordination steps get added faster than old ones get removed.			

Discipline friction

Statement	0	1	2
Temporary exceptions stay alive well past the moment that justified them.			
Strong performers get more flexibility than the standard actually allows.			
Accountability feels uneven across roles, teams, or levels.			

Score guide

0 - 6	Friction is present but not yet dominant. Watch for patterns becoming routine.
7 - 14	Structural drag is building. The system likely needs tighter decision rights, cleaner signal, and less tolerated noise.

15 - 24

Execution friction is becoming normalized. The issue is no longer isolated. It is architectural.

How to read the result

A high score does not mean the organization lacks effort. It means the structure is making good work harder than it should be. Friction rarely yields to pressure alone. It needs to be named, reduced, and redesigned.

What to do next

1. Circle the three highest-friction items. Those usually reveal the live mechanism more clearly than the total alone.
2. Discuss them in one leadership meeting. Ask which ones exist because authority is unclear, signal is noisy, or exceptions keep surviving.
3. Choose one near-term correction. Do not launch a dozen fixes. Reduce one visible source of drag within 30 days and see whether the signal gets cleaner.

Keep this in mind

Good tools make distortion easier to see and harder to excuse.

This scorecard is intentionally light. Move into The Durable Performance Field Guide when the goal shifts beyond quick visibility and toward practical correction.

Use the scorecard to see the pattern. Use the doctrine to correct it.

[View the Field Guide](#)[Browse the Books](#)