

FIELD GUIDE TOOL #13

The Empowerment Readiness Assessment

Chapter 13: Empowerment Is Not Delegation

TOOL
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DATE _____ COMPLETED BY _____

SITUATION _____

Use this tool before announcing or expanding empowerment in any domain. The three preconditions must be assessed honestly. Gaps identified here point directly to the structural work that Chapters 14 through 18 will address.

When to use it. Best used before announcing empowerment or expanding delegation.

Precondition 1: Domain Clarity

For the domain you are considering empowering, answer each question with enough specificity that a team member could act on the answer.

Question	Current state
What decisions are fully within the team member's authority to make without consultation?	
What decisions require consultation before acting?	
What decisions require escalation regardless of circumstances?	
What quality standards apply in this domain, and are they documented?	
What are the nonnegotiables: things that are never acceptable regardless of context?	

Question	Current state
Domain clarity rating (High / Partial / Low):	

Precondition 2: Capability Alignment

Assess the team member's current capability against the requirements of the domain.

Question	Current state
What knowledge and skills does full performance in this domain require?	
Where is the team member currently relative to those requirements?	
What is the plan for closing any capability gap before or alongside the authority transfer?	
Are there specific decisions within the domain that require capability the team member does not yet have?	
Capability alignment rating (Strong / Developing / Insufficient):	

Precondition 3: Safety Net

Assess whether the conditions exist for the team member to exercise authority without prohibitive risk of failure.

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Question	Current state
What is the cost of a wrong decision in this domain, and is it proportionate to current capability?	
Is there a clear process for recovering from wrong decisions?	
Does the team member have confidence that mistakes will produce learning rather than punishment?	
Are the highest-stakes decisions in the domain separated from the lower-stakes ones, with authority extended incrementally?	
Safety net rating (Strong / Partial / Weak):	

Empowerment Readiness Summary

Use your three ratings to determine what structural work is needed before empowerment is extended or announced.

Precondition	Current rating	Structural work needed before transfer
Domain clarity		
Capability alignment		
Safety net		
Overall readiness (Ready / Needs preparation / Not yet ready):		

Before moving to Chapter 14, confirm:

- ☐ You have assessed all three preconditions honestly for at least one domain you are considering empowering.
- ☐ You have identified which precondition has the most significant gap.
- ☐ You have named the specific structural work needed before the authority transfer will be workable.
- ☐ You have identified which chapter in Part Three most directly addresses your primary gap.