

FIELD GUIDE TOOL #15

The Leadership Response Diagnostic

Chapter 15: Calibrated Authority: Right Level Right Time

DATE _____ COMPLETED BY _____

SITUATION _____

Use this tool to assess your current management approach for each team member against the capability and engagement framework. Complete one row per person. Be honest about both dimensions: Optimistic assessments produce the wrong response.

When to use it. Best used quarterly and whenever a team member's performance changes.

Part A: Team Assessment

For each team member, assess their current capability and engagement in their primary area of responsibility. Rate each on a scale of 1 to 5: 1 = Low / minimal evidence, 2 = Developing, 3 = Adequate / variable, 4 = Strong, 5 = High / consistent evidence.

Team member	Capability (1–5) and evidence	Engagement (1–5) and evidence
1.		
2.		
3.		
4.		
5.		
6.		

TOOL
15

Part B: Quadrant Placement and Response

Place each team member in the appropriate quadrant and identify the response adjustment needed.

Team member	Current quadrant (Clarify / Guide / Engage / Empower)	Response adjustment needed
1.		
2.		
3.		
4.		
5.		
6.		

Part C: Delegation Precision Check

For any team member receiving increased autonomy, confirm the five delegation elements are in place.

Element	In place? (Yes / No / Needs clarification)
Outcome: success defined specifically enough for independent recognition	
Decision rights: autonomous vs. consultation vs. escalation decisions named	
Risk tolerance: acceptable limits explicitly communicated	
Escalation threshold: specific situations that warrant pulling the leader back in	
Review cadence: when and how progress will be reviewed	

Part D: The Invisible Control Audit

Answer these questions honestly about your current management behavior.

Question	Honest answer
When a team member makes a decision differently from how you would have made it, what do you typically do?	
How often do you check in on work you have said belongs to someone else?	
Have you overridden or revisited a team member’s decision in the last ninety days? What happened?	
Would your team members describe the autonomy you grant as real or nominal?	
What is one specific behavior you will change to make your delegation more genuine?	

TOOL
15

Before moving to Chapter 16, confirm:

- ☐ You have assessed every direct report on both capability and engagement dimensions.
- ☐ You have placed each team member in a quadrant and identified a specific response adjustment.
- ☐ You have confirmed the five delegation elements are in place for team members receiving increased autonomy.
- ☐ You have answered the invisible control questions honestly and identified one behavioral change.