16 - **Diagnostic Information Gathering** - Identifying the information needed to clarify a situation, seeking that information from appropriate sources, and using skillful questioning to draw out the information, when others are reluctant to disclose it.

<table>
<thead>
<tr>
<th>Professional/ Specialist</th>
<th>Basic</th>
<th>Proficient</th>
<th>Advanced</th>
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|                           | • Identifies the general information needed in a situation or to make a decision  
• Asks questions to get additional information  
• Waits for others to tell him/her how they are doing and hear about any problems they are encountering  
• Questions others to hear their plan of action  
• Does not always ask questions to clarify a situation  
• Seeks the perspective of most of those involved in a situation  
• Seeks out people to obtain information or clarify a problem | • Identifies the specific information needed to clarify a situation or to make a decision; gets more complete and accurate information, by checking multiple sources  
• Probes skillfully to get at the facts, when others are reluctant to provide full, detailed information  
• Routinely walks around, to see how people are doing and to hear about any problems they are encountering  
• Questions others to assess whether they have thought through a plan of action; determines their confidence in solving a problem or tackling a situation  
• Asks questions to clarify a situation  
• Seeks the perspective of everyone involved in a situation  
• Seeks out knowledgeable people to obtain information or clarify a problem | • Anticipates the specific information needed to clarify a situation or to make a decision; proactive in getting more complete and accurate information, by checking multiple sources  
• Probes skillfully to get at the pertinent facts, when others are extremely reluctant or decline to provide full, detailed information  
• Routinely walks around, to see how people are doing and uses skillful questioning to hear about any problems they are encountering  
• Uses probing questions to assess whether others have carefully thought through a plan of action; accurately determines their confidence in solving a problem or tackling a situation  
• Skillfully questions to clarify and confirm complete understanding of a situation  
• Seeks and gains insight into the perspective of everyone involved in a situation  
• Seeks out the most knowledgeable people to obtain information or clarify a problem |
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• Skillfully questions to clarify and confirm complete understanding of a situation  
• Seeks and gains insight into the perspective of everyone involved in a situation  
• Seeks out the most knowledgeable people to obtain information or clarify a problem | • Keeps the organization focused on consistently anticipating all the specific information needed to clarify a situation or to make a decision; helps other leaders to get more complete and accurate information, by checking multiple sources  
• Is a role model for probing skilfully to get at the pertinent facts, when others are extremely reluctant or decline to provide full, detailed information  
• Creates an environment where leaders are expected to routinely walk around, assess how people are doing and skillfully question them to understand any problems they are encountering  
• Coaches other leaders to use probing questions to assess whether others have thought through a plan of action; helps them to accurately determine the confidence level in solving a problem or tackling a situation  
• Is the expert at using skillful questions to clarify and confirm complete understanding of a situation  
• Is a role model for seeking and gaining insight into the perspective of everyone involved in a situation  
• Has a long history of always seeking out the most knowledgeable people to obtain the best information or accurately clarify a problem |