

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.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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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Supervisor/ Manager	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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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Director/ Executive	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 skillfully 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