

SCALE™ Quick Diagnostic

Select one unexpected event, near miss, failed initiative, recurring exception, or material surprise.

- Event, initiative, process, or decision _____
- Date _____
- Participants _____
- Why selected _____

S: Signal

What changed, and who first recognized it?

- What differed from normal, stopped happening, or repeatedly required correction?
- Who first noticed the change, and when did it become observable?
- Which assumption or accepted explanation could cause the observation to be dismissed?
- Assessment: ☐ Demonstrated ☐ Partial ☐ Missing ☐ Unknown

Evidence and observations:

C: Connection

Did the observation reach people with the expertise, context, and authority needed to comprehend its meaning?

- Who possessed the experience, expertise, context, or authority needed?
- Did the observation reach those people with its original context intact?
- What organizational boundary, process, system, or delay interfered with the connection?
- Assessment: ☐ Demonstrated ☐ Partial ☐ Missing ☐ Unknown

Evidence and observations:

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A: Awareness

Who else needed to recognize the possibility or its implications?

- Which people, functions, leaders, or decision owners needed to become aware?
- Were related observations from different locations, functions, or periods considered together?
- Were implications, contrary evidence, and informed dissent visible while action could still matter?
- Assessment: ☐ Demonstrated ☐ Partial ☐ Missing ☐ Unknown

Evidence and observations:

L: Learning

What prior experience, decision record, or organizational learning informed the response?

- Had people encountered this condition, or something similar, before?
- Were prior reasoning, alternatives, dissent, and reconsideration conditions available?
- Did prior learning change procedures, controls, training, or future decisions?
- Assessment: ☐ Demonstrated ☐ Partial ☐ Missing ☐ Unknown

Evidence and observations:

E: Execute

Could an accountable person act while action could still matter?

- Was an accountable decision owner clearly identified?
- What options were available, including investigating, waiting, containing, redirecting, pausing, stopping, or proceeding?
- Did the accountable person possess the authority, resources, time, decision boundaries, and protection required to act?
- Assessment: ☐ Demonstrated ☐ Partial ☐ Missing ☐ Unknown

Evidence and observations:

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Diagnostic Conclusion

Strongest capability:

Weakest, missing, or unknown capability:

What consequential uncertainty remains unresolved?

What action is required now?

Who is accountable for that action?

How much decision-window time remains?

What evidence or condition should trigger escalation or reconsideration?

The weakest capability often determines the outcome.