

# PSD Diagnostic Master Grid



Six-domain framework to diagnose organizational failure before blaming an individual.

Score each domain 0 (Failing) to 3 (Strong) using evidence you can prove. Not what you want or can assume is happening.

**HOW TO USE THIS TOOL**

Use this grid as the spine of any full diagnosis. It prevents leadership from cherry-picking the one domain they want to blame. A blank is not neutral — a blank is itself a finding. Complete all six domains before drawing a conclusion.

DOMAIN	0 — FAILING	1 — WEAK	2 — FUNCTIONAL	3 — STRONG	SCORE
<b>1. CLARITY (Expectations)</b>	Standard was never stated or is completely implied.	Standard is vague or contradicts other rules.	Standard is written but rarely referenced.	Standard is explicit, documented, and actively used to manage.	__ / 3
<b>2. CONTROL (Authority)</b>	Manager must escalate everything; a messenger, not a manager.	Manager makes calls but is often reversed by leadership.	Manager has authority but fears using it due to culture.	Manager has full decision rights and leadership backing.	__ / 3
<b>3. FLOW (Capacity &amp; Math)</b>	Workload is mathematically impossible for one person.	Volume causes constant backlog; survival mode.	Workload is heavy but achievable with effort.	Math works; capacity is actively managed and tested.	__ / 3
<b>4. SUPPORT (Tools &amp; Tech)</b>	Broken tools force constant manual workarounds.	Tools exist but are outdated or slow down the work.	Tools function normally but require some effort.	Systems and handoffs actively make the work easier.	__ / 3
<b>5. PROOF (Documentation)</b>	No record exists until termination is requested.	Files contain vague language — "stirring the pot."	Coaching is documented, but inconsistently.	Clear, factual timeline of standard, coaching, and response.	__ / 3
<b>6. REINFORCEMENT (Incentives)</b>	Bad behavior is protected; top performers punished.	Organization rewards harmony over holding standards.	Accountability exists but is sometimes uneven.	Organization consistently rewards standard-bearers.	__ / 3
<b>TOTAL SCORE:</b> _____ / 18					

**INTERPRETATION BANDS**

**0 – 6: SYSTEM FAILURE**

The organization has built a trap. Any individual failure in this environment is secondary to the structural collapse. Do not fire the employee; redesign the condition.

**7 – 12: MIXED FAILURE**

The system is weak enough to allow bad habits to form. The person owns their choices, but leadership owns the environment that tolerated them. Fix the system while correcting the person.

**13 – 18: INDIVIDUAL FAILURE**

The organization has provided clarity, authority, capacity, tools, proof, and reinforcement. If failure continues in this environment, it belongs to the individual. Proceed with performance management.

**THE AUTHORITY MOVE**

Before you decide a person will not perform, prove a competent person could. Clarify the standard, confirm the math, supply the support, and document the correction. Then, and only then, is the remaining gap theirs to own.