

OPTIMIST PRACTICAL TOOL

Capability Application Diagnostic

A 15-question check for leaders who want development to become visible practice, stronger behaviour and sustained performance.

15 questions

5 focus areas

10-15 minutes

How to use this diagnostic

For each statement, circle one score. Use the score that most closely reflects current practice, not the intended process.

1	2	3	4	5
Not in place	Inconsistent	Partly established	Usually effective	Consistently strong

#	Focus area	Statement	Score
1	Need definition	The capability gap is defined in terms of business situations and observable behaviour.	1 2 3 4 5
2	Need definition	Participants understand why the capability matters in their role.	1 2 3 4 5
3	Need definition	Development targets a manageable number of behaviours at one time.	1 2 3 4 5
4	Practice design	Learning includes realistic scenarios, practice and reflection.	1 2 3 4 5
5	Practice design	Participants receive clear examples of effective and ineffective behaviour.	1 2 3 4 5
6	Practice design	Practice is challenging enough to prepare people for real workplace pressure.	1 2 3 4 5
7	Workplace application	Participants apply a new practice to a live work situation soon after development.	1 2 3 4 5
8	Workplace application	Managers make time for application rather than treating learning as separate from work.	1 2 3 4 5
9	Workplace application	Workplace assignments are specific enough to create a visible behaviour change.	1 2 3 4 5
10	Feedback	Feedback comes from people who can observe the behaviour in context.	1 2 3 4 5
11	Feedback	Feedback identifies what to continue, adjust and try next.	1 2 3 4 5
12	Feedback	Participants can ask for support when an application attempt does not go as planned.	1 2 3 4 5

#	Focus area	Statement	Score
13	Reinforcement	Leaders reinforce the desired behaviour through their own actions and systems.	1 2 3 4 5
14	Reinforcement	Recognition, review and measures support the same capability expectation.	1 2 3 4 5
15	Reinforcement	Progress is checked after the initial learning event has ended.	1 2 3 4 5

Interpret your score

Add the 15 scores. The total is a starting point for a focused conversation, not a formal audit result.

15-35	Needs attention	The current system or practice may be unclear, inconsistent or difficult to use. Start with the essential conditions before adding more activity.
36-55	Developing	Useful elements are present, but application is likely to vary. Identify the weak links and strengthen the practical management rhythm.
56-75	Established	The foundation is working. Focus on calibration, continuous improvement and the conditions that will keep the practice useful as the business changes.

Three practical next steps

01. Name one behaviour that would materially improve a current result.
02. Design one realistic practice and one workplace assignment around it.
03. Set a 30-day feedback and reinforcement check with managers.

Need a clearer starting point?

OptiMist helps organisations make the underlying issue clearer and design a practical response around real operating conditions.

Write to teams@optimistindia.in to discuss your starting point.