

VISUAL WORKING GUIDE

Accountability and manager intervention

Original fictional behavior comparison. It concerns management practice, not removal of required controls, supervision, approvals or operating standards.

Same approved assignment

The team owns an agreed result within a confirmed boundary. The manager retains required oversight and the authority reserved to their role.

Routine choice reclaimed

Manager repeatedly supplies the answer even when the team's choice remains within the agreement.

Result and boundary explicit

Manager checks the required outcome, the choices the team may make and the conditions requiring escalation.

Expectation stays implicit

The team receives corrections without a clear result, boundary or review point.

Support and review agreed

The team has information and a real practice opportunity. Manager reviews the result at the agreed point.

Follow-up becomes chasing

Questions return to the manager without examining the missing information or support.

Intervene for a stated reason

Manager addresses what requires their authority, explains the boundary and returns the next action explicitly.

Ask which recurring choice is returning, whether the boundary was clear and what actually required intervention. Do not treat fewer escalations as success if appropriate questions are being suppressed.

Read alongside: Accountability versus control.