

The Leadership Touchback

When you change the call, the coaching starts.

When to Use a Leadership Touchback

Use immediately after:

- Overruling a frontline decision
- Making a policy exception
- Exercising leadership discretion
- Changing an employee's call in real time

Common Leadership Mistakes

- Overruling without follow-up
- Assuming the employee understands your reasoning
- Correcting publicly instead of coaching privately
- Explaining policy instead of explaining judgment
- Waiting until evaluation time to discuss the decision

The Leadership Touchback — 3 Steps

1. Acknowledge the Decision

- Confirm they followed policy correctly
- Protect confidence before offering correction
- Reinforce judgment, professionalism, and intent

Goal: The employee leaves knowing they were not wrong.

2. Teach the Reasoning

- Explain why leadership deviated from policy
- Share the factors you evaluated
- Model how leaders think in gray areas

Goal: Show decision-making — don't justify authority.

3. Reinforce the Next Decision (*Development Moment*)

- Clarify expectations moving forward
- Define when escalation is appropriate
- Reinforce policy while teaching judgment

Goal: The employee knows exactly what to do next time.

The Moreno Leadership Standard

Changing the decision solves the moment. Teaching the decision prepares the next one.

Policy protects consistency. Leadership protects outcomes.

If you change the call, you own the development.