

CL 08

COACHING LAYER

Coaching an Embedded Practice in real work.



Collaboration &
Teamwork



PRACTICE: The Contribution Cue

Come with one question and one build, and let that be your contribution.

THE HOOK

Preparing to contribute isn't the same as preparing to present. One question and one build. That's what presence looks like.

DEFAULT

BEHAVIOR SPECTRUM

EMBEDDED

01

SIGNAL

Are they catching it in time?

A collaborative session is coming up. Note whether you're reading their prep, witnessing the session, or hearing about it secondhand.

Before the design review, you see their notes doc: one question, one build, written out — a signal, not yet confirmed.

02

REDIRECT

Is the new or default action running?

Did they ask their question and build on someone else's point, or sit quiet unless called on? Can't tell, ask. Can tell, reinforce it.

After the session, they mention using "building on that" twice. You reinforce it: "Do that again."

03

SHIFT

Is this a pattern, or one good moment?

The question and the build show up before the meeting is prompted, not only when they're put on the spot. Check this holds across sessions.

Third working session this month with a prepared question and build — not luck, a pattern.

04

EMBEDDED

Is it showing up unprompted?

No prompting needed. They prepare a question and a build by default, and colleagues start expecting their contribution before the room fills up.

A colleague says, "Save a spot for her question," before the agenda is even sent. You name it: "That's your seat now."



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- The Practitioner attends and stays quiet.
- The room moves forward without their thinking in it.

AFTER (Embedded)

- **The Practitioner brings a prepared question and build.**
- Their contribution shapes where the group lands.

THE GOAL

Consistent evidence of a prepared question and a build in every session — without a reminder.