

CL 23

COACHING LAYER

Coaching an Embedded Practice in real work.



Collaboration &
Teamwork



PRACTICE: The Quiet Invite

Before closing the discussion, name someone who hasn't spoken and ask for their read.

THE HOOK

Before you close the discussion, one name and one question. That's all it takes to hear what the room almost didn't say.

DEFAULT

BEHAVIOR SPECTRUM

EMBEDDED

01

SIGNAL

Are they catching it in time?

A discussion is closing with one or two voices dominating. Note whether you're facilitating, watching, or hearing about it after.

You watch the room start to converge, with two people doing all the talking — a signal.

02

REDIRECT

Is the new or default action running?

Did they name someone quiet and ask for their read, or close the discussion as-is? Can't tell, ask. Can tell, reinforce it.

They mention inviting a quiet teammate's read before closing. You reinforce it: "Do that again."

03

SHIFT

Is this a pattern, or one good moment?

The invite shows up in routine meetings too, not just the high-stakes ones.

Third meeting this month with a deliberate invite — not a one-off, a pattern.

04

EMBEDDED

Is it showing up unprompted?

No prompting needed. Quiet voices get invited by default, and they start speaking up earlier.

A teammate says, "I know I'll get asked." You name it: "That's the trust you've built."



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- The Practitioner closes discussions with the loudest voices deciding.
- Quiet perspectives never enter the decision.

AFTER (Embedded)

- The Practitioner names someone quiet and asks for their read.
- The decision reflects more of the room.

THE GOAL

Consistent evidence quiet voices get invited before closing, in routine meetings too — without a reminder.