

CL 24

COACHING LAYER

Coaching an Embedded Practice in real work.



Communication & Clarity



PRACTICE: The Named Concern

Name your reservation directly, in one clean sentence, before the room moves on.

THE HOOK

A concern voiced so gently it doesn't register isn't a concern — it's a whisper in a loud room. This practice makes it land.

DEFAULT

BEHAVIOR SPECTRUM

EMBEDDED

01

SIGNAL

Are they catching it in time?

A decision is moving forward and they have a reservation. Note whether you're in the room or hear about it after.

You watch them hesitate before a decision closes — a signal, not yet a named concern.

02

REDIRECT

Is the new or default action running?

Did they name the concern directly in one sentence, or let it stay unspoken? Can't tell, ask. Can tell, reinforce it.

They mention naming the QA timeline risk out loud in the meeting. You reinforce it: "Do that again."

03

SHIFT

Is this a pattern, or one good moment?

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

Third meeting this month with a concern named cleanly — not a one-off, a pattern.

04

EMBEDDED

Is it showing up unprompted?

No prompting needed. Concerns get named by default, and the room has learned to pause for them.

A peer says, "When she raises something, we stop and listen." You name it: "Keep that."



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- The Practitioner softens the concern until it barely registers.
- It gets lost in the discussion.

AFTER (Embedded)

- The Practitioner names the concern in one clean sentence.
- It gets heard and factored in.

THE GOAL

Consistent evidence concerns get named cleanly, in routine meetings too — without a reminder.