

CL 12

COACHING LAYER

Coaching an Embedded Practice in real work.

Emotional Intelligence



PRACTICE: The Check-In Question

One real question before the agenda — because the answer might change what the conversation needs to be.

THE HOOK

One genuine question at the start of a 1:1. Not as a warm-up to your agenda — because the answer might change everything about how the conversation should go.

DEFAULT

BEHAVIOR SPECTRUM

EMBEDDED

01

SIGNAL

Are they catching it in time?

A 1:1 is opening. Note whether you're sitting in on it, hearing about it after, or reading a summary.

You join the 1:1 and hear them ask a real question instead of launching into the agenda — a signal, not yet confirmed.

02

REDIRECT

Is the new or default action running?

Did they ask a genuine question and actually stop to listen, or move straight to the agenda? Can't tell, ask. Can tell, reinforce it.

They mention the question surfaced something real this week. You reinforce it: "That's exactly it — keep asking it."

03

SHIFT

Is this a pattern, or one good moment?

The question opens every 1:1, not just the ones where something's obviously wrong. Check this holds across weeks.

Fourth 1:1 in a row opening with a real question — not a one-off, a pattern.

04

EMBEDDED

Is it showing up unprompted?

No prompting needed. The check-in runs by default, and their reports start volunteering more without being asked.

A report says, "I know I can bring anything to the start of our 1:1." You name it: "That's the habit working."



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- The Practitioner opens with the agenda.
- Frustrations surface weeks later, once they've built up.

AFTER (Embedded)

- The Practitioner asks one real question and listens.
- What's actually going on reaches them while it's still small.

THE GOAL

Consistent evidence the check-in runs before the agenda, every time — without a reminder.