

CL 22

COACHING LAYER

Coaching an Embedded Practice in real work.

Emotional Intelligence



PRACTICE: The Warm Layer

One sentence of human context before the task, so the request lands like it came from a person.

THE HOOK

The task was clear. The person felt managed. One sentence between you and the request changes what it means to receive it.

DEFAULT

BEHAVIOR SPECTRUM

EMBEDDED

01

SIGNAL

Are they catching it in time?

A task-heavy message is about to go out. Note whether you're reviewing the draft, seeing it sent live, or hearing about the reaction after.

You see their draft message — straight to the task, no context yet. A signal, not yet confirmed.

02

REDIRECT

Is the new or default action running?

Did they add a sentence of human context before the ask, or send straight to the task? Can't tell, ask. Can tell, reinforce it.

They mention adding a line about the client's scope change before the ask. You reinforce it: "Do that again."

03

SHIFT

Is this a pattern, or one good moment?

The context sentence shows up in messages generally, not only the sensitive ones. Check this holds across routine requests too.

Third message this week with context added up front — not a one-off, a pattern.

04

EMBEDDED

Is it showing up unprompted?

No prompting needed. The context sentence runs by default, and requests stop getting read defensively.

A teammate says, "Her asks never feel like orders." You name it: "That's the habit — protect it."



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- The Practitioner's message goes straight to the task.
- It gets read defensively, like it came from a system.

AFTER (Embedded)

- The Practitioner adds context before the ask.
- It gets read like it came from a colleague, not a directive.

THE GOAL

Consistent evidence context comes before the ask, in routine messages too — without a reminder.