

CL 13

COACHING LAYER

Coaching an Embedded Practice in real work.



Influencing



PRACTICE: The Invisible Hand

Open with what they care about before you state your ask — ninety seconds changes how the response arrives.

THE HOOK

The ask that opens with what you need rarely lands as well as the ask that opens with what they care about. Ninety seconds changes everything about how the response arrives.

DEFAULT

BEHAVIOR SPECTRUM

EMBEDDED

01

SIGNAL

Are they catching it in time?

A cross-team request is about to go out. Note whether you're reviewing the draft, seeing it sent, or hearing about the reaction.

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

02

REDIRECT

Is the new or default action running?

Did they open with the other team's priority, or lead with their own ask? Can't tell, ask. Can tell, reinforce it.

They mention naming the design team's launch crunch before asking. You reinforce it: "Do that again."

03

SHIFT

Is this a pattern, or one good moment?

The lead-with-their-priority move shows up across teams, not just the easy asks.

Third cross-team request this month opening this way — not a one-off, a pattern.

04

EMBEDDED

Is it showing up unprompted?

No prompting needed. Other teams start bringing things to them first, unprompted.

A peer says, "She always gets our side first." You name it: "That's the habit — keep it."



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- The Practitioner's request opens with their own need.
- It competes with everything else on the other team's plate.

AFTER (Embedded)

- The Practitioner opens with the other team's priority, then states the ask.
- It reads as considerate, not just convenient.

THE GOAL

Consistent evidence the ask opens with their priority, across teams — without a reminder.