

CL 14

COACHING LAYER

Coaching an Embedded Practice in real work.



Influencing



PRACTICE: The Pre-Meeting Move

Obtain support ahead of the meeting so the room just confirms what's already settled.

THE HOOK

The meeting itself is too late to do the influencing. The 24 hours before it are when outcomes are actually shaped.

DEFAULT

BEHAVIOR SPECTRUM

EMBEDDED

01

SIGNAL

Are they catching it in time?

A meeting is coming where alignment or a decision needs to shift. Note whether you're reading, witnessing, or hearing about it secondhand.

Tuesday, you read their update: "Checking in with Finance before Thursday." A written signal, not yet confirmed.

02

REDIRECT

Is the new or default action running?

Did they talk to the key one or two people 24-48 hours before, instead of pitching in the room?

In your one-on-one, they share Finance's concerns of an overlap that surfaced. You reinforce it: "You went in to understand first. Do that again."

03

SHIFT

Is this a pattern, or one good moment?

Meetings feel shorter because the real conversation already happened. Check this holds more than once.

Thursday, Finance opens in support, unprompted. Second time this quarter - a pattern, not a good room.

04

EMBEDDED

Is it showing up unprompted?

The move is no longer something you have to prompt. Colleagues start looping the Practitioner in ahead of their own meetings.

A colleague shares the Practitioner looped in two other teams first. You name it: "You've stopped losing rooms where your ideas should win."



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- The Practitioner arrives at the room cold.
- Consensus, when it comes, is a surprise - not something built.

AFTER (Embedded)

- The Practitioner understands concerns first.
- Consensus reads as the result of preparation, not chance.

THE GOAL

The Practitioner is consistently shaping the outcome before the room is.