

PE 14

PRACTITIONER EXPERIENCE

Experience 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

When does this matter?

Any meeting where you need alignment, a decision, or a shift in someone's position. If the outcome matters, the pre-meeting move runs.

Thursday's leadership meeting needs budget approval. The Finance lead has pushed back on this twice before.

02

REDIRECT

What do I do?

24-48 hours before, talk to the one or two people who'll decide the outcome. Ask what worries them, then address it before the room assembles.

Tuesday, you grab 15 minutes with the Finance lead. They flag a possible overlap. You send a comparison before Thursday.

03

SHIFT

How will I know it's working?

You'll know it's clicking when meetings start feeling shorter - because the real conversation already happened.

Thursday's meeting: the Finance lead speaks first - in favor. A 30-minute debate is a 5-minute nod. The room moves on to the next item.

04

EMBEDDED

How do I know it worked?

You stop losing rooms your ideas should win. The conditions for yes are already built before the meeting starts.

Colleagues start looping you in before bringing a proposal to the group. You've stopped losing rooms your ideas should win.



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- You wing it in the meeting.
- You didn't have all the inputs you needed for the room to approve your idea.

AFTER (Embedded)

- You understood other perspectives first.
- The consensus is achieved from respectful preparation.

THE GOAL

Shape the outcome before the room does.