

CL 05

COACHING LAYER

Coaching an Embedded Practice in real work.



Ownership & Accountability



PRACTICE: The Owner's Stamp

Your recommendation carries weight.

THE HOOK

One sentence changes whether you're seen as someone who reports on work or someone who owns it. Reporters report. Owners recommend.

DEFAULT

BEHAVIOR SPECTRUM

EMBEDDED

01

SIGNAL

Are they catching it in time?

A blocker or status update is going out. Note the source — did you read it, witness it, or hear about it secondhand?

You read their draft update: the blocker explained in detail, no recommendation attached. A written signal, not yet confirmed.

02

REDIRECT

Is the new or default action running?

Did they lead with a recommendation, or just report the problem and stop? Can't tell, ask. Can tell, reinforce it.

In your one-on-one, you confirm they added 'my read is' and a path forward. You reinforce it: 'Do that again.'

03

SHIFT

Is this a pattern, or one good moment?

Replies come back as decisions, not follow-up questions. Check this is happening more than once, not sporadically.

The stakeholder replies 'I agree, start the process' — no clarifying questions. Fourth time this month, not luck.

04

EMBEDDED

Is it showing up unprompted?

No prompting needed. The recommendation leads by default, and they stop treating it as an extra step.

A stakeholder asks for their take before they've even offered it. You name it: 'You own the read now.'



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- Nothing named to weigh a decision against. A blocker is shared, noted, and left open.
- The problem gets explained in detail. Detail substitutes for a decision instead of leading to one.

AFTER (Embedded)

- I recommend we do this. The recommendation leads.**
- Supporting detail follows, not the other way around.

THE GOAL

Consistent evidence a recommendation leads every update — without a reminder.