

CL 04

COACHING LAYER

Coaching an Embedded Practice in real work.



Prioritization



PRACTICE: The Trade-Off Out Loud

Name what moves before you say yes, so the cost is visible, not discovered later.

THE HOOK

Saying yes without naming what moves is not accommodation. It's avoidance with a deadline attached.

DEFAULT

BEHAVIOR SPECTRUM

EMBEDDED

01

SIGNAL

Are they catching it in time?

A request comes in that could displace committed work. Note whether you're reading, witnessing, or hearing about it secondhand.

Tuesday, you read their message: "Sure, I can take that on." No trade-off named — a written signal, not yet confirmed.

02

REDIRECT

Is the new or default action running?

Did they pause and name what moves before saying yes — or agree first and find the cost later?

In your one-on-one, they share they flagged a slipping deadline before agreeing. You reinforce it: "You named it up front. Do that again."

03

SHIFT

Is this a pattern, or one good moment?

Trade-offs get named before they agree, not discovered after. Check this holds more than once.

Second time this month they flag the cost before saying yes — not a fluke, a pattern.

04

EMBEDDED

Is it showing up unprompted?

No prompting needed. They name what moves by default, and people start expecting it before they even ask.

A stakeholder says, "let me know what this bumps," before you ask. You name it: "People expect the trade-off from you now."



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- The Practitioner agrees without checking cost.
- The trade-off surfaces later, as a surprise.

AFTER (Embedded)

- The Practitioner names what moves first.
- The cost is visible before commitment, not after.

THE GOAL

Consistent evidence the trade-off is named before the yes — without a reminder.