

PE 04

PRACTITIONER EXPERIENCE

Experience 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

When does this matter?

Any time someone asks something of you and your instinct is to say yes before checking what it costs.

Your manager messages: "Can you also own the vendor migration?"
Your instinct is to say yes immediately.

02

REDIRECT

What do I do?

Pause for ten seconds. Does this displace something already committed? If yes, name it out loud before agreeing.

You pause, then reply: "I can take this on — it means the vendor report slips a week. Is that the right call?"

03

SHIFT

How will I know it's working?

You'll know it's working when you stop discovering the trade-off on Friday and start naming it on Monday.

It's Monday, not Friday, and your manager already knows the report will slip — because you said so.

04

EMBEDDED

How do I know it worked?

People start factoring in trade-offs before they bring you the request. Your manager stops finding out mid-sprint that something quietly fell off.

A colleague asks, "I know this bumps something — want to talk trade-offs first?" before you even raise it.



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- You say yes right away.
- The trade-off surfaces later, as a surprise.

AFTER (Embedded)

- I can take this on — it means X moves.
- The cost is visible before you agree, not after.

THE GOAL

Make the trade-off visible before it becomes invisible debt.