

PE 09

PRACTITIONER EXPERIENCE

Experience an Embedded Practice in real work.



Problem-Solving &
Critical Thinking



PRACTICE: The Hypothesis First

Bring a hypothesis with every problem you surface, not just the problem.

THE HOOK

Surfacing a problem without a hypothesis is a report. Surfacing one with a hypothesis is a conversation. That's a completely different kind of contribution.

DEFAULT

BEHAVIOR SPECTRUM

EMBEDDED

01

SIGNAL

When does this matter?

Any time you surface a problem, risk, blocker, or unexpected result to your manager, your team, or a stakeholder.

You're about to message your manager that a key vendor integration just failed in staging.

02

REDIRECT

What do I do?

Write one sentence: your best current hypothesis about the cause. Write one more: the first thing you'd try. Bring both.

You write: "My guess is the auth token expired. I'd start by rotating it and re-running the test."

03

SHIFT

How will I know it's working?

You'll know it's working when your manager starts engaging with your hypothesis instead of asking what you think is going on.

Your manager replies: "Good guess — try that, and check the rate limits too if it's not."

04

EMBEDDED

How do I know it worked?

Your manager stops doing the diagnostic work for you. Problem conversations get faster and more collaborative.

A teammate forwards you a blocker first, before your manager, because you always arrive with a starting guess.



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- You surface the problem and stop there.
- Your manager has to do the diagnostic work alone.

AFTER (Embedded)

- You surface the problem with a hypothesis and a first step.
- Your manager engages with your thinking instead of starting from zero.

THE GOAL

Show up with a hypothesis worth engaging with, not just a problem.