

Coaching for Judgment

When the work is generated, reading it tells you less about the person who made it. This page runs the conversation that gets you back to the thinking. One real piece of work, about twenty minutes.

APPLY THE CONCEPT

Step 1. Pick the work and the person.

Use something that already went out. Start with somebody who's doing well, so this never becomes a signal that a person is in trouble.

PERSON	THE WORK	DATE

Step 2. Ask these three. Write down what you actually hear.

The question	What they said
A. Which part of this did you decide? Real: I cut two of the four capabilities and rewrote the opening. Not real: I tidied it up.	
B. What did you check, and what did you take on faith? Real: I verified the renewal date, took the benchmark on trust. Not real: it all looked right.	
C. What would have made you throw it out? Real: if it had led with our product. Not real: I'd have known.	

Step 3. Say what you would have done differently, and why.

Skip this half and the exercise is an audit.

WHAT YOU WOULD HAVE DONE DIFFERENTLY, AND WHY

BEFORE YOU START

- ☐ Answer your own question first. Say what you'd have checked and what you'd have trusted, out loud, before you ask.
- ☐ Keep it separate from feedback. Feedback happens as soon as possible and looks back at something that occurred. This looks forward. Run them together and it becomes a performance review with questions in it.
- ☐ No notes on the record. If this shows up in a system, the answers change.

What you're listening for. Not whether they checked everything, because nobody does. Whether the call about what to check was deliberate. A seller who expects this question starts keeping track, and keeping track is most of the skill.