3175 The Six Root Causes of UnderCoaching

People Fieldbook · https://kb.jeffreysummers.com/docs/3175-the-six-root-causes-of-undercoaching-2/

The Demand

This week, you identify which of the six root causes of under-Coaching is running in your building right now, and you name it out loud before it produces the collapse you watched happen at the restaurant that could not sustain its opening night standard. If you keep avoiding the hard conversation because the timing feels wrong, you are not saving time — you are borrowing it at very high interest, and it comes due later as a verdict instead of a correction.

The Work

1. Go through the six root causes and mark which ones show up in your building: lack of Coaching skill in your leaders, a culture that does not embed Coaching into the daily rhythm, fear driving avoidance of confrontation, leaders trying to be a friend instead of a leader, condoning less-than-full execution, or failing to actively develop your best people.
2. Pick the one causing the most damage right now. Name it directly to the leader responsible, not as a criticism but as the specific pattern you are both going to fix.
3. This week, deliver one piece of feedback you have been sitting on. Use the Road 2 filter before you deliver it: does this make the cast member better, or does it just make you feel better. If it is the latter, rewrite it.
4. Lead the feedback conversation with a question, not an answer: what have you tried, or what is one thing I could do differently. Listen to the full answer before you respond.
5. If the same issue has come up more than once with the same person, stop addressing the incident and name the pattern instead: tell them directly that you have noticed how the conversation tends to go, and that you want to talk about that instead of the specific instance.
6. Deliver this feedback in real time, connected to the moment, not at the next scheduled review.

This week, you deliver at least one piece of direct, real-time feedback you have been avoiding, using a question first and naming the pattern if this is not the first time it has happened.