3235 Coaching Ladder

People Fieldbook · https://kb.jeffreysummers.com/docs/3235-coaching-ladder-2/

The Demand

This week, you put a Coaching Ladder cadence in place for at least one lead who has plateaued at initial competence. If you leave them there, they either get bored and leave, or stay and stop growing — which is the same problem with a different timeline.

The Work

1. Identify one lead who can run their domain competently but has not grown past that point in months.
2. Set a scheduled, recurring, protected coaching cadence with them — not ad hoc, not only when something breaks.
3. In the next session, split the conversation between backward and forward: what happened and what needs to change, and where they are going and what the next rung requires. Do not spend the whole session on correction.
4. Anchor the conversation to a documented picture of the next rung — name the specific verb or capability they are being developed toward.
5. Set the next session date before you end this one. The cadence only works if it is protected on the calendar, not squeezed in when there is time.

This week, you start a protected coaching cadence with one plateaued lead, anchored to a named next-rung standard.