

Manager Desk Cheat Sheet

Keep this next to you before every 1:1 and every pipeline review.

01 EKS: Diagnose before you coach (Chapter 8)

One question first: **What kind of problem is this?** The name leads with Effort. The diagnosis runs the other way: Knowledge first, Strategy second, Effort last.

Check in this order	Ask	If yes, your response is
1. Knowledge	Do they understand what good looks like?	Teach: explain, demonstrate, practice, check for understanding.
2. Strategy	Can they apply what they know in the right way at the right time?	Refine: scenario work, prioritization, adjust the approach.
3. Effort	They know what and how, and still are not doing it.	Hold accountable: clear commitment, tighter follow up, direct accountability.

Fairness check before you call it effort: Did they know what was expected? Did they understand the strategy? Had they demonstrated the skill before? Was the standard clear?

02 OIRC: Run the conversation (Chapter 9)

Step	The question you answer	Watch for
Observation	What specifically did I see or measure?	Starting with a conclusion like "you need to be more prepared."
Impact	Why does it matter to the customer, team, business, or them?	Skipping it because it feels obvious to you.
Recommendation	What should change, and does it fit the EKS diagnosis?	Giving your usual advice instead of what the gap needs.
Commitment	What will they do, by when, and how will we know?	Accepting "I'll try" or "I'll work on it."

03 The commitment test

Agreement is not commitment. Do not close the conversation until you have all five: **What will you do? By when? What does success look like? What support do you need? How will we follow up?**

04 Coach the level (Chapter 10)

Level	Ask yourself
A	Am I challenging them, developing them, and giving them a reason to stay invested?
B	Am I helping them find the consistency that turns good into excellent?

Level	Ask yourself
C	Have I diagnosed the real gap, and am I coaching it with enough clarity and enough belief?
D	Have I been honest, and am I prepared to make a decision if the standard is not met?

05 Five floor rules

1. **No evidence line, no diagnosis.** If you cannot write it down, you have assumed. (Ch. 8)
2. **Open every 1:1 by revisiting the last commitment out loud.** (Ch. 7)
3. **What you allow, you teach.** The standard you walk past is the standard you set. (Ch. 5)
4. **Ask two questions before you give one answer.** (Ch. 4)
5. **Success this week looks like _____,** finished with a behavior you could actually watch happen. (Ch. 6)