01 | SPOT THE TRAP

More output, wrong goal

Casey asks for everything by Friday. Otto starts building forty screens before Ollie knows which part matters most.

What would you ask before acting?

01 | Fictional workplace practice | FRONT

02 | SPOT THE TRAP

Sent before anyone agreed

Two questions reveal that the investor needs one short demo. Otto has already sent forty screens.

What would you ask before acting?

02 | Fictional workplace practice | FRONT

03 | SPOT THE TRAP

An impressive demo with no clear test

The investor skips the forty screens. Ollie narrows the noon demo to one live button, and Otto offers to demonstrate first.

What would you ask before acting?

03 | Fictional workplace practice | FRONT

04 | SPOT THE TRAP

One click, forty invites

Otto's button books forty meetings with the investor herself. Ollie asks what one click should do and who should receive the invite.

What would you ask before acting?

04 | Fictional workplace practice | FRONT

05 | SPOT THE TRAP

Silence counted as approval

An unanswered message is still waiting for a decision. Ollie sends Casey an AI-written launch plan with a note: "I'll assume we're good unless you reply." Otto marks it approved overnight. In the morning, Casey opens a calendar full of launch tasks for a date she never chose.

What would you ask before acting?

05 | Fictional workplace practice | FRONT

06 | SPOT THE TRAP

An old price becomes a new promise

A polished reply can carry an expired promise. Ollie asks Otto to draft a renewal email from last year's account notes. The draft offers the old discount and a Friday delivery. It reads so smoothly that Ollie reaches for Send before checking either commitment with the account owner.

What would you ask before acting?

06 | Fictional workplace practice | FRONT

07 | SPOT THE TRAP

Citations no one opened

A citation is a lead to check, not proof that a claim is supported. Otto gives Ollie a market brief with six neat footnotes. Casey selects its biggest number for the investor slide. When Ollie opens the source, the number describes a different market and a different year.

What would you ask before acting?

07 | Fictional workplace practice | FRONT

08 | SPOT THE TRAP

Faster replies, unresolved customers

A faster reply does not show that a customer's problem is solved. Otto rewrites the support workflow to send instant answers. Ollie's dashboard turns green as reply time falls. Then the same customers return with the same issue, and Casey asks why the queue keeps filling back up.

What would you ask before acting?

08 | Fictional workplace practice | FRONT

09 | SPOT THE TRAP

A handoff with no receiver

A completed checklist cannot accept work on another team's behalf. Otto turns Ollie's notes into a handoff packet and marks the task done. The receiving team finds it after lunch, but its import needs a file the packet does not contain. Nobody had asked them what they needed.

What would you ask before acting?

09 | Fictional workplace practice | FRONT

03 | COMPARE AFTER YOUR TURN

The investor skips the forty screens. Ollie narrows the noon demo to one live button, and Otto offers to demonstrate first.

Q1: What should one click do so the investor can judge whether the demo works?

Q2: Who accepts the result, and have they agreed on that test?

03 | Fictional workplace practice | BACK

02 | COMPARE AFTER YOUR TURN

Two questions reveal that the investor needs one short demo. Otto has already sent forty screens.

Q1: What does the investor need the demo to prove?

Q2: Who decides what goes to the investor, and did they approve this version before it was sent?

02 | Fictional workplace practice | BACK

01 | COMPARE AFTER YOUR TURN

Casey asks for everything by Friday. Otto starts building forty screens before Ollie knows which part matters most.

Q1: What does Casey need to show by Friday, and which part matters most?

Q2: Who can choose what fits by Friday, and have they agreed to that choice?

01 | Fictional workplace practice | BACK

06 | COMPARE AFTER YOUR TURN

A polished reply can carry an expired promise. Ollie asks Otto to draft a renewal email from last year's account notes. The draft offers the old discount and a Friday delivery. It reads so smoothly that Ollie reaches for Send before checking either commitment with the account owner.

Q1: What does this renewal need to offer the customer now?

Q2: Who can approve today's price and delivery date, and have they confirmed both?

06 | Fictional workplace practice | BACK

05 | COMPARE AFTER YOUR TURN

An unanswered message is still waiting for a decision. Ollie sends Casey an AI-written launch plan with a note: "I'll assume we're good unless you reply." Otto marks it approved overnight. In the morning, Casey opens a calendar full of launch tasks for a date she never chose.

Q1: What needs to be settled before these launch tasks belong on the calendar?

Q2: Who can approve the launch date, and did Casey actually confirm it?

05 | Fictional workplace practice | BACK

04 | COMPARE AFTER YOUR TURN

Otto's button books forty meetings with the investor herself. Ollie asks what one click should do and who should receive the invite.

Q1: What should one click do, and how many meetings does that actually require?

Q2: Who decides who receives the invite, and did they confirm the recipient and number before the button ran?

04 | Fictional workplace practice | BACK

09 | COMPARE AFTER YOUR TURN

A completed checklist cannot accept work on another team's behalf. Otto turns Ollie's notes into a handoff packet and marks the task done. The receiving team finds it after lunch, but its import needs a file the packet does not contain. Nobody had asked them what they needed.

Q1: What does the receiving team need to do next with this packet?

Q2: Who accepts the handoff, and have they confirmed that the files are usable?

09 | Fictional workplace practice | BACK

08 | COMPARE AFTER YOUR TURN

A faster reply does not show that a customer's problem is solved. Otto rewrites the support workflow to send instant answers. Ollie's dashboard turns green as reply time falls. Then the same customers return with the same issue, and Casey asks why the queue keeps filling back up.

Q1: What should improve for the customer after a reply?

Q2: Who chooses the support success measure, and have they agreed that reply speed is enough?

08 | Fictional workplace practice | BACK

07 | COMPARE AFTER YOUR TURN

A citation is a lead to check, not proof that a claim is supported. Otto gives Ollie a market brief with six neat footnotes. Casey selects its biggest number for the investor slide. When Ollie opens the source, the number describes a different market and a different year.

Q1: What question must this number answer for the investor?

Q2: Who signs off on the slide, and have they seen what the source actually measures?

07 | Fictional workplace practice | BACK

10 | SPOT THE TRAP

Friday in whose time zone?

A date on a schedule can hide two different deadlines. Otto builds Ollie's review plan around "Friday at five." The New York team expects the finished deck then; the Seattle team expects to start reviewing it then. The calendar looks orderly until both teams arrive at their own five o'clock.

What would you ask before acting?

10 | Fictional workplace practice | FRONT

11 | SPOT THE TRAP

A ranking with no job criteria

A ranked list can look decisive before anyone agrees what the job requires. Otto sorts a fictional applicant pool for Casey using patterns from earlier hires. Ollie notices that the top profiles all resemble the old team, while the new role needs experience none of those profiles show.

What would you ask before acting?

11 | Fictional workplace practice | FRONT

12 | SPOT THE TRAP

The cheapest order does not fit

The lowest price may buy the wrong thing. Otto prepares a replacement-monitor order that stays under Casey's budget. Ollie checks one product and finds it cannot connect to the team's laptops without adapters. The savings column never included the extra equipment or the time needed to set it up.

What would you ask before acting?

12 | Fictional workplace practice | FRONT

13 | SPOT THE TRAP

Green status, hidden blocker

A cheerful summary can hide the one decision holding up a project. Otto compresses Ollie's notes into "On track for Friday." The notes also say that the client has not chosen a design. Casey forwards the green update, expecting a finished build, while Ollie is still waiting to know what to build.

What would you ask before acting?

13 | Fictional workplace practice | FRONT

14 | SPOT THE TRAP

Closed tickets, unfinished fixes

A closed ticket does not mean the underlying issue is fixed. Otto clears Ollie's maintenance queue by closing tickets with no recent replies. One records a broken export that the customer stopped asking about. Casey celebrates the smaller backlog while the next customer runs into the same broken download.

What would you ask before acting?

14 | Fictional workplace practice | FRONT

15 | SPOT THE TRAP

The average hides a split panel

A panel average can hide disagreement about what a role needs. After a fictional interview, Otto combines the panel's scores into one number. Casey sees a strong average and prepares a recommendation. Ollie opens the notes: one interviewer scored presentation style while another scored the ability to resolve a customer issue.

What would you ask before acting?

15 | Fictional workplace practice | FRONT

16 | SPOT THE TRAP

The first verdict sets the room

The first opinion in a debrief is not independent evidence. Casey opens a fictional hiring panel by calling a candidate an easy yes. Otto turns later comments into supporting bullets. Ollie notices that an interviewer's unanswered concern has disappeared, even though nobody discussed the example behind it.

What would you ask before acting?

16 | Fictional workplace practice | FRONT

17 | SPOT THE TRAP

A quiet panel becomes a yes

A quiet panel has not necessarily agreed to a hire. Otto circulates a fictional interview summary with a green recommendation. Two interviewers have not submitted their notes, but their empty fields become positive votes in the debrief deck. Ollie catches the change just before Casey closes the discussion.

What would you ask before acting?

17 | Fictional workplace practice | FRONT

18 | SPOT THE TRAP

The polished answer wins

A polished interview answer is not a demonstration of the job. Otto highlights a fictional candidate's confident response about handling customer escalations. The panel calls it strong evidence. Ollie checks the notes and finds no example of what the candidate actually did, what changed, or who observed the result.

What would you ask before acting?

18 | Fictional workplace practice | FRONT

12 | COMPARE AFTER YOUR TURN

The lowest price may buy the wrong thing. Otto prepares a replacement-monitor order that stays under Casey's budget. Ollie checks one product and finds it cannot connect to the team's laptops without adapters. The savings column never included the extra equipment or the time needed to set it up.

Q1: What must a replacement monitor work with on the first day?

Q2: Who approves the purchase, and have they seen the full compatible setup and cost?

12 | Fictional workplace practice | BACK

11 | COMPARE AFTER YOUR TURN

A ranked list can look decisive before anyone agrees what the job requires. Otto sorts a fictional applicant pool for Casey using patterns from earlier hires. Ollie notices that the top profiles all resemble the old team, while the new role needs experience none of those profiles show.

Q1: What work must the person in this role be able to do?

Q2: Who owns the hiring criteria, and did they approve these criteria before the ranking was made?

11 | Fictional workplace practice | BACK

10 | COMPARE AFTER YOUR TURN

A date on a schedule can hide two different deadlines. Otto builds Ollie's review plan around "Friday at five." The New York team expects the finished deck then; the Seattle team expects to start reviewing it then. The calendar looks orderly until both teams arrive at their own five o'clock.

Q1: What must be ready at five: a review draft or the finished deck?

Q2: Who sets the deadline, and have both teams confirmed the time zone and milestone?

10 | Fictional workplace practice | BACK

15 | COMPARE AFTER YOUR TURN

A panel average can hide disagreement about what a role needs. After a fictional interview, Otto combines the panel's scores into one number. Casey sees a strong average and prepares a recommendation. Ollie opens the notes: one interviewer scored presentation style while another scored the ability to resolve a customer issue.

Q1: What work must this role handle, and which interview evidence shows that ability?

Q2: Who decides which criteria count, and has the panel agreed before combining the scores?

15 | Fictional workplace practice | BACK

14 | COMPARE AFTER YOUR TURN

A closed ticket does not mean the underlying issue is fixed. Otto clears Ollie's maintenance queue by closing tickets with no recent replies. One records a broken export that the customer stopped asking about. Casey celebrates the smaller backlog while the next customer runs into the same broken download.

Q1: What needs to work before a maintenance ticket can count as resolved?

Q2: Who accepts the fix, and did they verify the export before this ticket was closed?

14 | Fictional workplace practice | BACK

13 | COMPARE AFTER YOUR TURN

A cheerful summary can hide the one decision holding up a project. Otto compresses Ollie's notes into "On track for Friday." The notes also say that the client has not chosen a design. Casey forwards the green update, expecting a finished build, while Ollie is still waiting to know what to build.

Q1: What does Casey need to know to judge whether Friday is still possible?

Q2: Who must choose the design, and have they made that choice?

13 | Fictional workplace practice | BACK

18 | COMPARE AFTER YOUR TURN

A polished interview answer is not a demonstration of the job. Otto highlights a fictional candidate's confident response about handling customer escalations. The panel calls it strong evidence. Ollie checks the notes and finds no example of what the candidate actually did, what changed, or who observed the result.

Q1: What customer problem must this role solve, and what example shows the candidate doing that work?

Q2: Who judges this criterion, and have they agreed what evidence would support the rating?

18 | Fictional workplace practice | BACK

17 | COMPARE AFTER YOUR TURN

A quiet panel has not necessarily agreed to a hire. Otto circulates a fictional interview summary with a green recommendation. Two interviewers have not submitted their notes, but their empty fields become positive votes in the debrief deck. Ollie catches the change just before Casey closes the discussion.

Q1: What interview evidence is still missing before the panel can make a recommendation?

Q2: Who must contribute to this decision, and have those interviewers actually submitted their views?

17 | Fictional workplace practice | BACK

16 | COMPARE AFTER YOUR TURN

The first opinion in a debrief is not independent evidence. Casey opens a fictional hiring panel by calling a candidate an easy yes. Otto turns later comments into supporting bullets. Ollie notices that an interviewer's unanswered concern has disappeared, even though nobody discussed the example behind it.

Q1: What evidence does each interviewer have about the work this role requires?

Q2: Who owns the recommendation, and have they heard each interviewer's notes before calling it agreement?

16 | Fictional workplace practice | BACK

19 | SPOT THE TRAP

A fit label replaces an example

A vague fit label cannot explain a job-related concern. In a fictional debrief, Otto groups three short comments under “Not our kind of teammate.” The panel moves toward a rejection. Ollie asks for the observed behavior, but the notes mention only a different conversation style and an unfamiliar previous employer.

What would you ask before acting?

19 | Fictional workplace practice | FRONT

20 | SPOT THE TRAP

The scorecard changes after the interview

A new scorecard can quietly change the hiring question. After fictional interviews finish, Otto drafts a cleaner evaluation sheet that adds executive presence as a heavily weighted category. Casey likes its tidy layout. Ollie compares it with the original brief: the panel never asked candidates for evidence against that category.

What would you ask before acting?

20 | Fictional workplace practice | FRONT

21 | SPOT THE TRAP

Missing notes become a low score

Missing notes are not evidence of missing ability. Otto converts a fictional panel’s interview records into a comparison table. A recording failed during one candidate’s exercise, so the empty section receives the lowest score. Ollie sees that the panel is about to compare a documentation failure with other candidates’ observed work.

What would you ask before acting?

21 | Fictional workplace practice | FRONT

22 | SPOT THE TRAP

The summary swaps the speakers

An interview summary can give the candidate credit for the interviewer’s answer. Otto condenses a fictional technical discussion into achievement bullets. Casey likes the explanation of a difficult tradeoff. Ollie checks the notes and finds that the interviewer supplied the solution; the candidate had only repeated the final sentence.

What would you ask before acting?

22 | Fictional workplace practice | FRONT

23 | SPOT THE TRAP

One ranking, different questions

One ranking can hide different opportunities to show the work. Otto compares two fictional candidates from a panel’s notes. One received a practical scheduling exercise; the other answered a general teamwork question. The scores look aligned in the deck, but Ollie cannot find comparable evidence for the role’s scheduling responsibility.

What would you ask before acting?

23 | Fictional workplace practice | FRONT

24 | SPOT THE TRAP

A recommendation becomes an offer

A panel recommendation is not permission to send an offer. Otto turns a fictional hiring debrief into a follow-up checklist and drafts a congratulatory message. Casey sees “Panel recommends” beside the candidate’s name. Ollie notices that the actual hiring decision is still waiting on the person authorized to make it.

What would you ask before acting?

24 | Fictional workplace practice | FRONT

25 | SPOT THE TRAP

A thumbs-up becomes a launch decision

Ollie asks Otto to summarize a busy project thread. The summary says Casey approved Friday's launch because she reacted with a thumbs-up. Casey was acknowledging the mockup, not choosing a release date. Margo forwards the tidy summary while the people who own the launch are still discussing it.

What would you ask before acting?

25 | Fictional workplace practice | FRONT

26 | SPOT THE TRAP

The quiet thread gets marked agreed

Otto turns an unanswered proposal into an agreed action in Ollie's weekly update. The thread was posted after Dana signed off for the day, and Casey has not read it. Margo sees a completed decision rather than an open question, so the next task starts before either person replies.

What would you ask before acting?

26 | Fictional workplace practice | FRONT

27 | SPOT THE TRAP

The handoff loses its time zone

Dana asks for a review by 9:00 a.m. in her time zone. Otto shortens the note to "review by 9:00 a.m." in Ollie's handoff. Casey reads it in another region and plans her morning around a different clock. The neat schedule now contains two incompatible promises about the same review.

What would you ask before acting?

27 | Fictional workplace practice | FRONT

21 | COMPARE AFTER YOUR TURN

Missing notes are not evidence of missing ability. Otto converts a fictional panel's interview records into a comparison table. A recording failed during one candidate's exercise, so the empty section receives the lowest score. Ollie sees that the panel is about to compare a documentation failure with other candidates' observed work.

Q1: What do we know from observed work, and which part of this assessment is still unknown?

Q2: Who decides how to address missing evidence, and have they approved a consistent way to fill the gap?

21 | Fictional workplace practice | BACK

20 | COMPARE AFTER YOUR TURN

A new scorecard can quietly change the hiring question. After fictional interviews finish, Otto drafts a cleaner evaluation sheet that adds executive presence as a heavily weighted category. Casey likes its tidy layout. Ollie compares it with the original brief: the panel never asked candidates for evidence against that category.

Q1: What did we agree to assess for this role before the interviews began?

Q2: Who can change the evaluation criteria, and have they decided how every candidate will be assessed consistently?

20 | Fictional workplace practice | BACK

19 | COMPARE AFTER YOUR TURN

A vague fit label cannot explain a job-related concern. In a fictional debrief, Otto groups three short comments under "Not our kind of teammate." The panel moves toward a rejection. Ollie asks for the observed behavior, but the notes mention only a different conversation style and an unfamiliar previous employer.

Q1: What job-related behavior are we trying to assess, and what did the interview actually show?

Q2: Who sets that standard, and have they agreed to assess the same behavior for every candidate?

19 | Fictional workplace practice | BACK

24 | COMPARE AFTER YOUR TURN

A panel recommendation is not permission to send an offer. Otto turns a fictional hiring debrief into a follow-up checklist and drafts a congratulatory message. Casey sees "Panel recommends" beside the candidate's name. Ollie notices that the actual hiring decision is still waiting on the person authorized to make it.

Q1: What is this debrief producing: a recommendation or an approved hiring decision?

Q2: Who is authorized to make that decision, and have they explicitly approved this next step?

24 | Fictional workplace practice | BACK

23 | COMPARE AFTER YOUR TURN

One ranking can hide different opportunities to show the work. Otto compares two fictional candidates from a panel's notes. One received a practical scheduling exercise; the other answered a general teamwork question. The scores look aligned in the deck, but Ollie cannot find comparable evidence for the role's scheduling responsibility.

Q1: What common job task must both candidates have an opportunity to demonstrate?

Q2: Who approves the comparison method, and have they agreed how to address the different interview questions?

23 | Fictional workplace practice | BACK

22 | COMPARE AFTER YOUR TURN

An interview summary can give the candidate credit for the interviewer's answer. Otto condenses a fictional technical discussion into achievement bullets. Casey likes the explanation of a difficult tradeoff. Ollie checks the notes and finds that the interviewer supplied the solution; the candidate had only repeated the final sentence.

Q1: What reasoning did the candidate demonstrate themselves during the discussion?

Q2: Who validates the interview evidence, and have they checked the summary against the original notes?

22 | Fictional workplace practice | BACK

27 | COMPARE AFTER YOUR TURN

Dana asks for a review by 9:00 a.m. in her time zone. Otto shortens the note to "review by 9:00 a.m." in Ollie's handoff. Casey reads it in another region and plans her morning around a different clock. The neat schedule now contains two incompatible promises about the same review.

Q1: What must be ready for the review, and which location's clock defines the handoff?

Q2: Who can commit to the review time, and have both the sender and receiver confirmed the same instant?

27 | Fictional workplace practice | BACK

26 | COMPARE AFTER YOUR TURN

Otto turns an unanswered proposal into an agreed action in Ollie's weekly update. The thread was posted after Dana signed off for the day, and Casey has not read it. Margo sees a completed decision rather than an open question, so the next task starts before either person replies.

Q1: Does this update need a confirmed decision or a clear account of what is still open?

Q2: Who must approve the proposal, and have they replied rather than simply stayed silent?

26 | Fictional workplace practice | BACK

25 | COMPARE AFTER YOUR TURN

Ollie asks Otto to summarize a busy project thread. The summary says Casey approved Friday's launch because she reacted with a thumbs-up. Casey was acknowledging the mockup, not choosing a release date. Margo forwards the tidy summary while the people who own the launch are still discussing it.

Q1: Was this thread checking the mockup, choosing a launch date, or doing both?

Q2: Who owns the release decision, and where did they explicitly approve Friday?

25 | Fictional workplace practice | BACK

28 | SPOT THE TRAP

An empty calendar becomes free capacity

Otto sees a clear block on Casey's shared calendar and puts a new review in Ollie's delivery plan. Casey had reserved that time for work that never became a meeting. Dana now expects two pieces of work from the same person, while the plan shows no conflict at all.

What would you ask before acting?

28 | Fictional workplace practice | FRONT

29 | SPOT THE TRAP

The recording misses the room decision

Ollie joins a hybrid meeting remotely. Otto summarizes the recording as a decision to keep the old plan, but Dana and Margo changed one part while speaking away from the microphone. Casey receives the summary as the official handoff. The people in the room and the remote team leave with different instructions.

What would you ask before acting?

29 | Fictional workplace practice | FRONT

30 | SPOT THE TRAP

The newest document wins by mistake

Otto gives Ollie the newest file in a shared folder for Casey's review. It is Margo's unapproved experiment, saved after Dana's agreed version. Casey starts commenting on the experiment while the delivery team keeps working from Dana's file. The same project now has two documents that each look current.

What would you ask before acting?

30 | Fictional workplace practice | FRONT

31 | SPOT THE TRAP

The overnight ping becomes an emergency

Casey leaves a question for Ollie during her afternoon. Otto calls it urgent in his morning brief because it has been unanswered for several hours. Most of those hours fell outside Ollie's workday. Margo sees an escalation, although Casey had only wanted an answer before their next scheduled review.

What would you ask before acting?

31 | Fictional workplace practice | FRONT

32 | SPOT THE TRAP

A polite reply becomes a firm commitment

Otto translates Casey's courteous reply as "We will deliver on Friday" in Ollie's project summary. Casey meant that she would check whether Friday was possible. Dana schedules the next handoff around a promise nobody made, and the original wording disappears when the summary is copied into a second team's update.

What would you ask before acting?

32 | Fictional workplace practice | FRONT

33 | SPOT THE TRAP

One channel becomes the whole project

Ollie asks Otto for a project status using the channel he can access. It contains completed design tasks, while Casey's unresolved review lives in a separate channel. The summary calls the project ready. Dana forwards it to the handoff team without seeing that its evidence covered only one part of the work.

What would you ask before acting?

33 | Fictional workplace practice | FRONT

34 | SPOT THE TRAP

A suggested owner becomes an assignment

Otto fills the owner column in Ollie's async planning board using names from an old project. Dana appears beside a new task because she handled something similar before. Margo treats the board as an agreed allocation, but Dana has neither accepted the work nor seen the scope attached to her name.

What would you ask before acting?

34 | Fictional workplace practice | FRONT

35 | SPOT THE TRAP

The feedback summary invents agreement

Ollie uses Otto to summarize his 1:1 with Dana. The note says they agreed he should lead the next review, although Dana only asked whether he wanted to try it. Margo reads the note as a staffing decision. Ollie now has an assignment that neither participant actually confirmed during their conversation.

What would you ask before acting?

35 | Fictional workplace practice | FRONT

36 | SPOT THE TRAP

The quick question hides a new task

Dana sends Ollie a quick question before their 1:1. Otto turns it into a polished answer with a promise to rebuild the whole presentation. Dana only needed one fact for a meeting. The reply sounds helpful, but it creates new work that displaces the review Ollie had already agreed to finish.

What would you ask before acting?

36 | Fictional workplace practice | FRONT

30 | COMPARE AFTER YOUR TURN

Otto gives Ollie the newest file in a shared folder for Casey's review. It is Margo's unapproved experiment, saved after Dana's agreed version. Casey starts commenting on the experiment while the delivery team keeps working from Dana's file. The same project now has two documents that each look current.

Q1: Does Casey need the approved delivery version or a new idea to discuss?

Q2: Who selects the version for review, and which file have they explicitly approved?

30 | Fictional workplace practice | BACK

29 | COMPARE AFTER YOUR TURN

Ollie joins a hybrid meeting remotely. Otto summarizes the recording as a decision to keep the old plan, but Dana and Margo changed one part while speaking away from the microphone. Casey receives the summary as the official handoff. The people in the room and the remote team leave with different instructions.

Q1: Is the summary meant to record discussion or provide the agreed instructions for the handoff?

Q2: Who owns the final instruction, and have the in-room and remote participants confirmed the same version?

29 | Fictional workplace practice | BACK

28 | COMPARE AFTER YOUR TURN

Otto sees a clear block on Casey's shared calendar and puts a new review in Ollie's delivery plan. Casey had reserved that time for work that never became a meeting. Dana now expects two pieces of work from the same person, while the plan shows no conflict at all.

Q1: What outcome needs Casey's review, and how much review work does it actually require?

Q2: Who can commit Casey's capacity, and has Casey agreed to this additional review?

28 | Fictional workplace practice | BACK

33 | COMPARE AFTER YOUR TURN

Ollie asks Otto for a project status using the channel he can access. It contains completed design tasks, while Casey's unresolved review lives in a separate channel. The summary calls the project ready. Dana forwards it to the handoff team without seeing that its evidence covered only one part of the work.

Q1: Does this status need to describe design progress or readiness for the full handoff?

Q2: Who can confirm the missing review, and has the handoff owner seen that confirmation?

33 | Fictional workplace practice | BACK

32 | COMPARE AFTER YOUR TURN

Otto translates Casey's courteous reply as "We will deliver on Friday" in Ollie's project summary. Casey meant that she would check whether Friday was possible. Dana schedules the next handoff around a promise nobody made, and the original wording disappears when the summary is copied into a second team's update.

Q1: Do we need a confirmed delivery date or an answer about whether Friday is possible?

Q2: Who can commit to delivery, and have they confirmed the intended meaning of this reply?

32 | Fictional workplace practice | BACK

31 | COMPARE AFTER YOUR TURN

Casey leaves a question for Ollie during her afternoon. Otto calls it urgent in his morning brief because it has been unanswered for several hours. Most of those hours fell outside Ollie's workday. Margo sees an escalation, although Casey had only wanted an answer before their next scheduled review.

Q1: What decision needs this answer, and when does that decision actually happen?

Q2: Who can set the response deadline, and did Casey ask for an escalation?

31 | Fictional workplace practice | BACK

36 | COMPARE AFTER YOUR TURN

Dana sends Ollie a quick question before their 1:1. Otto turns it into a polished answer with a promise to rebuild the whole presentation. Dana only needed one fact for a meeting. The reply sounds helpful, but it creates new work that displaces the review Ollie had already agreed to finish.

Q1: What decision will Dana make with the answer, and how much information does that decision need?

Q2: Who can change the agreed review priority, and have they approved this extra presentation work?

36 | Fictional workplace practice | BACK

35 | COMPARE AFTER YOUR TURN

Ollie uses Otto to summarize his 1:1 with Dana. The note says they agreed he should lead the next review, although Dana only asked whether he wanted to try it. Margo reads the note as a staffing decision. Ollie now has an assignment that neither participant actually confirmed during their conversation.

Q1: Was this conversation exploring a development opportunity or assigning the next review?

Q2: Who can assign the review, and have Dana and Ollie both confirmed that assignment?

35 | Fictional workplace practice | BACK

34 | COMPARE AFTER YOUR TURN

Otto fills the owner column in Ollie's async planning board using names from an old project. Dana appears beside a new task because she handled something similar before. Margo treats the board as an agreed allocation, but Dana has neither accepted the work nor seen the scope attached to her name.

Q1: What result does this task need, and what work would the named owner actually take on?

Q2: Who may assign this work, and has Dana accepted the scope and timing?

34 | Fictional workplace practice | BACK

37 | SPOT THE TRAP

Three priorities become three first priorities

Ollie brings three competing tasks to his 1:1 with Dana. Otto rewrites the notes as a positive plan to deliver all three this week. Dana had asked which task should move first, not for a promise to finish everything. The tidy list removes the tradeoff that the conversation was supposed to resolve.

What would you ask before acting?

37 | Fictional workplace practice | FRONT

38 | SPOT THE TRAP

A draft goal becomes a promised measure

Otto suggests a numerical goal while Ollie prepares for his 1:1. Dana asks him to explore whether the measure reflects the work. The summary records the number as an agreed target, and Margo copies it into the team plan. An example for discussion has become a promise before anyone checks what it measures.

What would you ask before acting?

38 | Fictional workplace practice | FRONT

39 | SPOT THE TRAP

Old feedback becomes the current story

Ollie asks Otto to prepare talking points for Dana using earlier 1:1 notes. Otto repeats a concern from an old project but leaves out the later note saying it was resolved. Dana sees a current problem instead of a completed change, and the new conversation starts from a story that is already out of date.

What would you ask before acting?

39 | Fictional workplace practice | FRONT

40 | SPOT THE TRAP

The efficient calendar removes the conversation

Otto recommends canceling Ollie's 1:1 because every task on his board is green. Dana accepts the calendar suggestion before seeing Ollie's question about the next project. The status update is complete, but the conversation Ollie needed has disappeared. The board answered whether tasks were moving, not whether there was anything to discuss.

What would you ask before acting?

40 | Fictional workplace practice | FRONT

41 | SPOT THE TRAP

A private reflection becomes a team update

Ollie writes a tentative project concern in his 1:1 preparation notes. Otto includes it in a draft team update as Ollie's settled position. Dana was meant to help him think through the concern first. The new draft changes both the audience and the meaning before Ollie has chosen what he wants to say.

What would you ask before acting?

41 | Fictional workplace practice | FRONT

42 | SPOT THE TRAP

A coaching question turns into an instruction

Dana asks Ollie whether a smaller first draft might help Casey review the idea. Otto removes the question marks when it summarizes their 1:1 and writes "Deliver a smaller draft." Ollie follows the instruction without checking with Casey. An option meant to open discussion now looks like an approved change to the handoff.

What would you ask before acting?

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43 | SPOT THE TRAP

The activity count becomes the whole review

Otto prepares Dana's 1:1 notes with a chart of Ollie's messages and completed cards. The chart leaves out the decision he clarified for Casey that stopped an unnecessary draft. Dana sees lots of visible activity but no explanation of the result. The convenient count has become the conversation instead of evidence for it.

What would you ask before acting?

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44 | SPOT THE TRAP

The development plan skips the person's choice

Ollie mentions an interest in presenting during his 1:1. Otto turns it into a development plan in which he must present at every review. Dana likes the orderly schedule, but Ollie wanted to try one supported session. The plan replaces a small experiment with a standing commitment before either person discusses what support would help.

What would you ask before acting?

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39 | COMPARE AFTER YOUR TURN

Ollie asks Otto to prepare talking points for Dana using earlier 1:1 notes. Otto repeats a concern from an old project but leaves out the later note saying it was resolved. Dana sees a current problem instead of a completed change, and the new conversation starts from a story that is already out of date.

Q1: Should these talking points explain a current concern or review how the earlier change worked?

Q2: Who can confirm the concern's current status, and have Dana and Ollie checked the later resolution together?

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38 | COMPARE AFTER YOUR TURN

Otto suggests a numerical goal while Ollie prepares for his 1:1. Dana asks him to explore whether the measure reflects the work. The summary records the number as an agreed target, and Margo copies it into the team plan. An example for discussion has become a promise before anyone checks what it measures.

Q1: What useful outcome should this goal describe, and would this measure show that outcome?

Q2: Who approves the goal and target, and did Dana approve this number or ask Ollie to investigate it?

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37 | COMPARE AFTER YOUR TURN

Ollie brings three competing tasks to his 1:1 with Dana. Otto rewrites the notes as a positive plan to deliver all three this week. Dana had asked which task should move first, not for a promise to finish everything. The tidy list removes the tradeoff that the conversation was supposed to resolve.

Q1: Is the goal to list every task or choose what should happen first?

Q2: Who can decide the tradeoff, and have Dana and Ollie agreed what moves later?

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42 | COMPARE AFTER YOUR TURN

Dana asks Ollie whether a smaller first draft might help Casey review the idea. Otto removes the question marks when it summarizes their 1:1 and writes "Deliver a smaller draft." Ollie follows the instruction without checking with Casey. An option meant to open discussion now looks like an approved change to the handoff.

Q1: Was Dana proposing a way to explore the idea or changing what Casey should receive?

Q2: Who approves the handoff format, and have Dana, Ollie, and Casey confirmed the change?

42 | Fictional workplace practice | BACK

41 | COMPARE AFTER YOUR TURN

Ollie writes a tentative project concern in his 1:1 preparation notes. Otto includes it in a draft team update as Ollie's settled position. Dana was meant to help him think through the concern first. The new draft changes both the audience and the meaning before Ollie has chosen what he wants to say.

Q1: Is this note for thinking with Dana or for telling the team a decided position?

Q2: Who can approve sharing this wording, and has Ollie agreed to the audience and meaning?

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40 | COMPARE AFTER YOUR TURN

Otto recommends canceling Ollie's 1:1 because every task on his board is green. Dana accepts the calendar suggestion before seeing Ollie's question about the next project. The status update is complete, but the conversation Ollie needed has disappeared. The board answered whether tasks were moving, not whether there was anything to discuss.

Q1: Is this 1:1 only for task status, or does it also make room for questions about the next project?

Q2: Who decides whether to cancel, and has Ollie had a chance to say what he needs to discuss?

40 | Fictional workplace practice | BACK

44 | COMPARE AFTER YOUR TURN

Ollie mentions an interest in presenting during his 1:1. Otto turns it into a development plan in which he must present at every review. Dana likes the orderly schedule, but Ollie wanted to try one supported session. The plan replaces a small experiment with a standing commitment before either person discusses what support would help.

Q1: Is the aim to try one supported presentation or create a recurring responsibility?

Q2: Who decides the experiment and its support, and have Dana and Ollie agreed to the same scope?

44 | Fictional workplace practice | BACK

43 | COMPARE AFTER YOUR TURN

Otto prepares Dana's 1:1 notes with a chart of Ollie's messages and completed cards. The chart leaves out the decision he clarified for Casey that stopped an unnecessary draft. Dana sees lots of visible activity but no explanation of the result. The convenient count has become the conversation instead of evidence for it.

Q1: What result should this review help us understand, beyond the amount of visible activity?

Q2: Who can confirm the result of Ollie's clarification, and have we checked that account with Casey?

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