

FICTIONAL DELIVERY EXAMPLE

Sample Manager Debrief

What a manager could receive after one person completes the Freight Broker Decision Program. This example demonstrates format and review depth; it is not a testimonial or evidence of program outcomes.

PARTICIPANT	ROLE	PROGRAM	REVIEW STATUS
Jordan M. (fictional)	New freight sales hire	Four-week sample	Completed

EXECUTIVE READ

Jordan built a usable operating picture before making most customer and pricing commitments. The strongest work separated confirmed facts from assumptions and protected a fallback. The main coaching need is carrier verification under time pressure: a reported location was accepted twice without enough independent evidence, and the escalation clock was not always explicit.

Decision domain	Observed pattern	Coaching priority
Customer	Protects the stated service requirement	Ask who owns the final constraint
Pricing	Names the evidence behind the number	Set a recheck trigger when evidence is thin
Carrier	Checks authority and fit; location evidence varies	Verify identity and location before commitment
Execution	Communicates changes clearly	Set the next check-in before leaving the update
Exception	Recovers service without hiding uncertainty	Separate immediate recovery from root-cause review

WHAT HELD UP

Evidence before commitment Paused a quote when the receiver requirement had not been verified, then changed the number only after the constraint was confirmed.	Tradeoff made visible Explained what service protection was being bought, what margin was being given up, and which new fact would change the call.
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MANAGER COACHING PRIORITY

01 Require a carrier-evidence sentence Before Jordan treats a carrier update as confirmed, ask: What evidence supports the location, equipment, and identity you are relying on?
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DECISION EVIDENCE

What the review is built from

The debrief points back to observable decisions. It does not turn a favorable outcome into proof of competence or an unfavorable outcome into proof of failure.

Work sample	What was visible	Review	Next repetition
Late-pickup decision	Separated the receiver window from the scheduled appointment.	Strong uncertainty reduction before spending on recovery.	Repeat with a hard receiver cutoff and a partially verified backup.
Carrier selection	Authority and equipment fit were checked; truck location relied on dispatch text.	The commitment carried an avoidable identity and location gap.	Require location evidence and define the time at which waiting stops.
Customer recovery	Shared the verified facts and named what remained unknown.	Communication was accurate; the next-update time was missing.	End every exception update with an owner and a clock.

30-DAY COACHING PLAN

WEEK 1	Evidence language	In two desk reviews, label each fact as confirmed, reported, assumed, or unknown.
WEEK 2	Carrier verification	Before commitment, state the authority, identity, equipment, location, and service evidence being relied on.
WEEK 3	Escalation clocks	For every material uncertainty, set the next check-in and the point at which a fallback becomes necessary.
WEEK 4	Transfer	Apply the same evidence and clock discipline to an unfamiliar lane or customer constraint.

USE THIS IN THE MANAGER CONVERSATION

Ask the learner <i>Which carrier signal did you treat as confirmed, and what would you require next time?</i>	Ask the manager <i>Where on your desk would an explicit escalation clock remove the most interruption or ambiguity?</i>
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TRAINING BOUNDARY

This debrief supports training and coaching. It is not a hiring, promotion, selection, certification, or performance-rating instrument. A real delivery would contain only information collected within the approved learning environment and review process.