

QUICK REFERENCE

Before you have this conversation.

Take sixty seconds. Get clear, stay human, and leave with one next step.

- 1. Name the issue.** What happened, without labels or guesses?
- 2. Know the impact.** Why does it matter to the person, team, safety, or work?
- 3. Ask first.** “Help me understand what got in the way.”
- 4. Be specific.** State what needs to change and what good looks like.
- 5. Agree on the next step.** Who owns it, and when will you reconnect?
- 6. Protect dignity.** Address the work, not the person.

When emotions rise: slow down, lower your voice, and return to the facts. You can be clear without being cruel.

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