The 5-minute card

Choose

- Sensitive or repeated: video, private
- Complex: comments, then a call
- Win: team channel
- After hours: schedule it

Say

1. Situation
2. Behavior
3. Impact
4. Intent and next step

Write

- Summary comment first
- Label: must fix, suggestion, question, nice
- Name the task, give the reason
- Read it aloud before sending

Recognize

- The work, the behavior, the effect
- Mirror office praise online
- Keep it separate from criticism

Avoid

- "Can we talk?" with no topic
- "This doesn't work" with no reason
- The compliment sandwich
- Criticism in a public thread

Ask

- "What could I do, or stop doing, that would make it easier to work with me?"
- Thank, repeat back, don't defend, close the loop

Choose the channel first.
Name the task, not the person.
Ask how it landed.