The 5-minute card

First one-on-ones

- Name the change
- What should I keep?
- What would you change?
- How do you want to tell me I'm wrong?

The colleague who applied

1. Acknowledge it
2. Value, specifically
3. Real ownership
4. Talk about the path

Friends

- Say the new rules out loud
- Same news, same time, for all
- Same answer you'd give anyone

Clarity

- Who decides what
- Decisions in the channel
- One-line reason for each

Avoid

- Proving yourself by doing everyone's work
- Venting about decisions in the old group chat
- Office-day conversations remote staff never hear about
- Pretending the promotion didn't change anything

The fairness test

- "Would I be comfortable if my most remote team member knew exactly how I made this decision?"

Name the change.
Same rules for everyone.
Decide, and say why.