The 5-minute card

Before

- Two dated, specific examples ready
- Four causes in mind: workload, clarity, capability, context
- Camera on, 30 minutes booked, a quiet place

Open

1. Name the situation
2. Describe the impact
3. Ask, then listen

Avoid

- Labels such as "checked out" or "not committed"
- Comparisons with teammates
- Trying to solve everything in one call

Close

- Summarize what you heard
- Agree on one next step
- Send the recap the same day

If they react strongly

- Defensive: "I'm not looking for someone to blame."
- Quiet: "Take your time, or message me after the call."
- Personal: listen, thank them, point to support.
- Disputes the facts: "Help me see it from your side."

After the call

- Recap sent the same day, neutral and factual
- Evidence log updated with what you learned
- Next meeting already in both calendars

Facts before conclusions.
Ask before assuming.
Follow through every week.