

THE RECOVERY IS THE SERVICE

Slow down the reaction. Speed up the ownership.



LISTEN

Let them finish. Take notes.



EMPATHIZE

Name the impact.



APOLOGIZE

I'm sorry this was not ready when you arrived.



RESOLVE

Name what you can do now—and the next update time.



NOTIFY + FOLLOW UP

Write it down. Brief your Manager when needed. Close the loop.



HANDLE IT

A practical fix that is clearly within your role.



BRING IN YOUR MANAGER

A decision outside your role or a concern that needs wider support.

INSTEAD OF

That's not my fault.



SAY

I'm going to help you get this handled.

INSTEAD OF

Calm down.



SAY

I can hear how frustrating this has been. Please tell me what happened.

INSTEAD OF

I'll try.



SAY

Here's what I can do now.



Never make the client repeat the story.

The recovery is the service.