WORKSHEET + WORKED EXAMPLE

Ask What Support Is Missing

A support request, an honest response, and a follow-through date.

10-15 minutes | A practical support check

Use it in three moves

1. Invite a specific account of what is difficult, without requiring personal disclosure.
2. Ask what support would help and explain what you can actually do.
3. Agree an action and return with an update.

What part of work feels difficult at the moment?

Let the person choose what to discuss. Personal disclosure is optional.

What does that make harder for them?

Listen for the experience as well as the task.

What support would make a useful difference?

Ask before offering your preferred fix.

Ask What Support Is Missing

YOUR WORKING NOTES / CONTINUED

What can you change, and what needs someone else?

Be explicit about your authority and limits.

What are you agreeing to do next?

Record only what is appropriate to share and keep.

When and how will you return with an update?

An update is due even if the issue is unresolved.

A question for me

What have I encouraged people to endure instead of helping change?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

What part of work feels difficult at the moment?

The late shift is finding it hard to get timely answers when a customer request is unfamiliar.

What does that make harder for them?

They wait, improvise, and worry about being criticized for the choice afterward.

What support would make a useful difference?

A clear decision boundary, a current help guide, and a named person available for exceptions.

What can you change, and what needs someone else?

I can clarify routine decisions and update the guide. Coverage for exceptions needs a conversation with the duty manager.

What are you agreeing to do next?

Draft the decision boundary with late-shift colleagues tomorrow and raise coverage at the duty-manager meeting.

When and how will you return with an update?

Return to the late-shift check-in Friday with the draft and the coverage response.

The thinking behind it

Care becomes credible through the conditions you are willing to change. Listening matters, and so does returning when you said you would.

Maslow's hierarchy is often used as a shorthand for human needs. This original support conversation does not rank people's needs, diagnose them, or assume a universal sequence. It asks what would help in the situation they choose to discuss.

Read You Have a Culture Problem by Nic Payne