**General Instructions for Memo:**

* **Orange text contains instructions & must be deleted before submitting document; black text remains unchanged**
* **Replace blue text with the appropriate text**

To: Senior Management

From: <Decision Owner name>

Re: <Decision Name> Memo

**Background**

* What key information/context should the decision maker be aware of before reading the proposal?
* Should use neutral language: facts not opinions

< Delete orange instructions, insert text here>

**Proposal**

* What is the proposed action?
* What is the expected financial impact?
* Should use neutral language: facts not opinions

< Delete orange instructions, insert text here>

**Key Risks**

* What are the top ~3 risks (if this proposal were to have poor results, what would be the most likely source of that outcome?)
* Are there any plans to mitigate these risks?
* Should use balanced language: reasoned judgment

<Delete orange instructions, insert commentary here>

**Justification of approval:**

* Outlines overall balance of the argument and the key reasons for recommending the decision
* Should use balanced language: reasoned judgment

<Delete orange instructions, insert commentary here>