The agenda

Lead with the requested decision

YOUR CONTENT

State what needs approval and why it matters now.

CHECK BEFORE SHARING

Name the accountable owner and the decision date.

Replace the prompts with your own facts. Duplicate or remove slides as needed.

Performance

Actual versus plan

Metric / period	Actual	Plan	Variance
{Defined metric}	{Actual}	{Plan}	{Difference}
{Defined metric}	{Actual}	{Plan}	{Difference}
{Defined metric}	{Actual}	{Plan}	{Difference}

Replace the prompts with your own facts. Duplicate or remove slides as needed.

Explanation

Separate results from causes

YOUR CONTENT

State the observation before proposing an explanation.

CHECK BEFORE SHARING

Show the evidence and name the uncertainty.

Replace the prompts with your own facts. Duplicate or remove slides as needed.

The options

Compare the courses of action

YOUR CONTENT

Describe the baseline, a bounded pilot and a larger change.

CHECK BEFORE SHARING

Compare benefits, resources, risks and dependencies.

Replace the prompts with your own facts. Duplicate or remove slides as needed.

The risk

Make ownership visible

YOUR CONTENT

Name the risk, its owner and the proposed response.

CHECK BEFORE SHARING

Define the signal that triggers escalation or a stop.

Replace the prompts with your own facts. Duplicate or remove slides as needed.

The milestones

Set a reviewable plan

YOUR CONTENT

Specify the start, checkpoint and measurable outcome.

CHECK BEFORE SHARING

State the conditions required before expanding the work.

Replace the prompts with your own facts. Duplicate or remove slides as needed.

The approval

Record the decision precisely

YOUR CONTENT

Authorize {scope} within {resource limit} until {date}.

CHECK BEFORE SHARING

Record conditions, unresolved questions and the next review.

Replace the prompts with your own facts. Duplicate or remove slides as needed.