



The Objection Memo

The one you write on the day you say no.

The system: *in one line.*

The decision being taken: *by whom, by when.*

The finding: *what you found and how you found it, stated so a stranger could re-check it.*

Who it touches: *the people affected, and the specific right or duty in play. Name the article, not the vibe.*

The options: *each with its real cost, including the cost of proceeding.*

Your recommendation: *in one sentence a board member could repeat.*

Escalation: *who hears this if it is overruled, and by what channel.*

Date:

Signed:

If you are overruled, this memo is the difference between an objection and a feeling.