EXECUTIVE CHANGE BRIEF · PROJECT

[Initiative name]

Sponsor: [name] · **Change lead:** [name] · **Date:** [dd mmm yyyy] · **Status:** [on track / at risk]

THE RECOMMENDATION

[The one decision you need, in plain words. e.g. "Delay go-live four weeks."]

Lead with the decision. Put the evidence after (Minto). One page, not a report.

THE KEY RISK, SIZED

[risk + size, e.g. "~X% dip in [team] output for Y weeks"]

IF WE DO NOTHING

[the consequence, in the leader's terms]

WHAT'S HAPPENING

[1–2 lines: the change and who it lands on]

WHY IT MATTERS NOW

[1–2 lines: the collision / capacity / timing issue]

UNIT-LEVEL LOAD

[paste the heatmap: load by business unit, per week]

THE ONE ASK

[the single thing you need the executive to do]

EXECUTIVE CHANGE BRIEF · PORTFOLIO

[Business unit / portfolio]

Owner: [name] · **Period:** [quarter] · **Date:** [dd mmm yyyy]

THE RECOMMENDATION

[The one portfolio decision. e.g. "Stagger two of the five Q2 initiatives hitting [unit]."]

At least one clear decision on the key risk. It may be more than one, keep it to what the leader must act on.

COLLISION WINDOW

[when the pile-up lands, e.g. "Nov–Dec on [unit]"]

KEY RISK, SIZED

[exposure, e.g. "N initiatives on ~X staff at once"]

WHAT THE DATA SHOWS

[the pattern only visible at unit/portfolio level]

THE TRADE-OFF

[what gives, and for how long]

PORTFOLIO LOAD HEATMAP

[paste the heatmap: all initiatives × business units × weeks]

THE ONE ASK

[the single decision or action you need from the leadership team]