

# How to Organize Negative Messages

<b>Negative Letters</b>	<b>Negative Memos to Superiors</b>	<b>Negative Memos to Peers &amp; Subordinates</b>
1. When you have reason that readers will understand and accept, give it before refusal.	1. Describe the problem.	1. Describe the problem.
2. Give the negative information or refusal just once, clearly.	2. Tell how it happened.	2. Present an alternative or compromise, if available.
3. Present an alternative or compromise, if available.	3. Describe options for fixing it.	3. Ask for input or action if possible.
4. End with positive, forward-looking statement.	4. Recommend a solution; ask for action.	