Decision memo

Bank confidence crisis / 45 minutes to a public statement

THE DECISION

A leaked report is spreading. Withdrawals are reportedly accelerating. Treasury is still reconciling the figures. You have 45 minutes before the bank's public statement. What can we responsibly tell depositors now?

PEOPLE AT RISK

Depositors need access to savings. Local employers need to meet payroll. Employees need instructions they can trust.

EVIDENCE

Confirmed: an internal report is circulating publicly. Reported: withdrawals are above normal, with totals still unreconciled. Unknown: the current financial position and whether the report is current.

OPTIONS

Offer broad reassurance now; wait for reconciled figures; or acknowledge the uncertainty with verified facts and a specific next update.

THE TRADE

Candor may accelerate withdrawals. Waiting leaves depositors without guidance. Unsupported reassurance could destroy trust if the figures contradict it.

CODE CHECK

The Line rules out unsupported assurances. The Restraint protects staff from repeating claims they cannot verify.

THE CALL

Acknowledge the uncertainty. State only what has been verified, name who is checking the figures, and commit to a timed update.

OWNER AND REVIEW

Treasury lead: verify figures before the statement. Communications lead: give branches the approved wording. CEO: issue the statement within 45 minutes and review again in one hour, or sooner if the evidence changes.

Honor code

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THE LINE

I will not offer depositors reassurance that the evidence cannot support, even when silence or candor could deepen the panic.

THE RESTRAINT

I will not ask branch staff to defend a claim Treasury has not verified.

THE TEST

I will ask the board chair to challenge what we know, what we assume, and whose losses our decision could conceal.

THE GROWING EDGE

I reach for certainty under pressure. I will name the uncertainty and the next verification deadline before I speak.

THE TRANSMISSION

I will name a deputy to own the next update and record the evidence that would change our call.

Shadow watchlist

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PATTERN TO WATCH

Confusing a calm public performance with control of the underlying crisis.

EARLY SIGNAL

I ask Communications for stronger reassurance before asking Treasury what is verified.

COUNTER-PRACTICE

Separate confirmed facts, reports, and assumptions. Invite a challenge before making the public commitment.