

Operating Cadence Pack

Board-grade rhythms for decisions, metrics, risk, and execution

Use this deck as a template pack. Pair it with the fillable PDFs and the Decision Log sheet.

Weekly → Monthly → Quarterly → Annual

Outputs that matter

- Decisions captured
- Owners assigned
- Review cadence enforced
- Failure modes contained

Non-negotiables

- Agenda discipline
- Metrics before opinions
- Written rationale
- Time-boxed escalation

Cadence overview

What meets, how often, and what it must produce

Meeting	Time	Output
Weekly Execution Review	60–75 min	Decisions + blockers + next actions
Monthly Metrics Review	90 min	Scorecard + variance + corrections
Quarterly Strategy Review	2–3 hrs	Trade-offs + priorities + resourcing
Annual Direction Setting	Half-day	Thesis + targets + governance plan

Rule

If it isn't written down, it doesn't exist. Decisions belong in the Decision Log. Metrics belong on the Scorecard.

Weekly Execution Review

Template agenda (60–75 minutes)

Agenda

1. Wins + warnings (5)
2. KPI pulse (10)
3. Blockers + constraint removal (20)
4. Decisions required (20)
5. Commitments & owners (10)

Artifacts

- Decision Log entries
- Updated action list
- KPI notes
- Risks escalated

Done means

Owners assigned, deadlines set, rationale captured, and the next review date scheduled.

Monthly Metrics Review

Scorecard first, narrative second (90 minutes)

Structure

- Targets vs actuals
- Variance drivers
- Leading indicators
- Corrective actions
- Risk register update

Questions

- 1) What changed?
- 2) Why?
- 3) What will we do differently?
- 4) Who owns it?
- 5) When do we review?

Guardrail

No meeting ends without a written variance explanation and an owner for each corrective action.

Quarterly Strategy Review

Trade-offs, priorities, and resourcing (2–3 hours)

Inputs

- Quarter scorecard
- Customer / market signals
- Capacity constraints
- Risk trends

Outputs

- Top 3 priorities
- Kill / keep decisions
- Resourcing shifts
- Updated metrics

Rule

If you can't name the trade-off, you haven't made a decision.

Crisis protocol

30–90 minutes to stabilize and assign owners

Sequence

- 1) Define incident + impact
- 2) Stop the bleed
- 3) Appoint incident owner
- 4) Communicate cadence
- 5) Post-mortem scheduled

Outputs

- Single source of truth
- Owner + timeline
- Stakeholder note
- Next update time

Guardrail

No “group responsibility”. One owner. One clock. One update channel.