

The Scoreboard

The few numbers that say whether last week was a win. Each one has an owner who fills it in before The Weekly, a target, and a home the whole team can see. Filled in before the meeting, read in one word each: on track or off track.

1. Outcomes, not activity

Dials, hours, and tasks closed feel productive and say nothing about whether you won. Score the result the activity is supposed to produce.

2. Five to eight, with one name each

If a number moving would not change a decision, it does not belong here. Two names means nobody owns it.

3. Leading before lagging

Consultations booked moves before revenue does. Put the numbers that move first at the top, and revenue, cash, and margin at the bottom where they belong.

THE NUMBER	OWNER	TARGET	WK 1	WK 2	WK 3	WK 4	ON / OFF
1							
2							
3							
4							
5							
6							
7							
8							

Always in view, never a fire drill

REVENUE THIS MONTH VS GOAL	CASH ON HAND / RUNWAY	GROSS MARGIN, LAST MONTH	OWNER
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The rules

Filled in before The Weekly, never during it. A number that is not ready is off track by definition. Off track goes on the issues list, not into a discussion in the numbers segment. The founder does not fill in anyone else’s number. Reviewed in the same meeting every week, and the sheet lives where the team already looks.

Find the leak, and pick the numbers

When revenue goes soft, everyone blames the leads. It is almost never the leads. It is the two handoffs after them. Map the path from lead to cash and put a number on every handoff, and the leak is sitting in plain sight.

The leak finder

Your business's steps from first contact to paid. Count what entered and what made it to the next step last month. The biggest drop is the leak, and it gets a name and a target on page one.

STEP	ENTERED	MADE IT THROUGH	RATE	WHO OWNS THIS HANDOFF
1	Leads or inquiries in			
2	Conversation or meeting held			
3	Proposal or quote sent			
4	Signed			
5	Delivered on time			
6	Paid within terms			

Activity or outcome?

List everything you track today. Mark each one. Activity numbers can stay on a team's own sheet; only outcomes go on the scoreboard.

WHAT YOU TRACK NOW	ACTIVITY	OUTCOME	THE OUTCOME IT IS SUPPOSED TO PRODUCE
	☐	☐	
	☐	☐	
	☐	☐	
	☐	☐	

When each number is updated

Number, source, and the day it is filled in. If the answer is "the founder pulls it," that is the next thing to fix.

The first three numbers

If you have no scoreboard yet, start with the three you can get by Monday morning. The meeting will build the rest.
