

The Weekly

Sixty minutes, same day, same time, every week. It opens with the numbers, spends most of its time working real issues to a decision, and ends with owners and next steps. The founder is in the room. The founder does not chair it.

5 MIN	Open One good thing from the week, personal or business, one sentence each. It starts the meeting on time and gets every voice in the room in the first five minutes.	Chair
10 MIN	The numbers The scoreboard, pre-filled before the meeting. Each owner reads their number and says on track or off track. No explaining. Anything off track goes on the issues list, not into a discussion here.	Scoreboard owner , then each metric owner
5 MIN	Priorities The quarter's three to five priorities. On track or off track, one word each. Off track goes on the issues list.	Each priority owner
5 MIN	Build the list Everything off track from above, plus anything anyone brings. One line each. Then pick the top three by impact, not by who is loudest.	Chair
30 MIN	The Solve Work the top three, one at a time, to a decision and an owner. Name the real issue (it is rarely the first thing said). Discuss until the room agrees on the cause. Decide what happens, who does it, and by when. Retire it. Move to the next one.	Chair runs it, scribe writes the decision
5 MIN	Owners and next steps The scribe reads back every decision with its owner and date. Anything that was not decided goes to next week's list, not into a hallway conversation.	Scribe

The rules that keep it worth the hour

- Same day, same time, every week. It does not move for a busy week; that is the week it matters most.
- Starts on time with whoever is in the room. Ends on time.
- The scoreboard is filled in before the meeting, never during it.
- Reporting is one word: on track or off track. The discussion happens in The Solve.
- Issues leave the room retired, with a name and a date, or they come back next week by name.
- The chair rotates off the founder within ninety days. If the founder cannot miss it, it is not a rhythm yet.

Three roles

Chair holds the clock and the list. **Scoreboard owner** arrives with the numbers filled in. **Scribe** writes every decision, owner, and date, and sends it within the hour. None of the three has to be the founder. Two of them should not be.

The Solve, and the meeting map

One sheet for working an issue to a decision, and one for deciding which meetings earn their hour.

The Solve

One row per issue. If the "real issue" column matches the "as raised" column, you have not found it yet.

AS RAISED	THE REAL ISSUE	DECISION	OWNER	BY
1				
2				
3				
4				

The meeting map

Every recurring meeting on the calendar. If the purpose column is blank after a minute of thought, retire it.

MEETING	CADENCE	WHO	PURPOSE (ONE LINE)	KEEP / RETIRE
The Weekly	Weekly, 60 min	Leadership	Numbers, priorities, issues to a decision	☐ Keep
The 1:1	Biweekly, 30 min	Each owner + lead	The work, an honest read both ways, what they are working toward	☐ Keep
Standup	Daily, 10 min	Delivery team	Blockers cleared fast	☐ Keep ☐ Retire
Quarterly planning	Quarterly, half day	Leadership	Reset the three to five priorities against the destination	☐ Keep
				☐ Keep ☐ Retire
				☐ Keep ☐ Retire

The 1:1 in three questions

What is the work this fortnight, and is anything in the way? How is it going, honestly, in both directions? What are you working toward, in your role and in your life, and how can this business help you get there?