

O P E R A T O R G U I D E

The Weekly Operating Rhythm That Actually Runs

A weekly operating rhythm is a fixed meeting and a fixed set of numbers that the team looks at every week. It is how the business stays on track without the owner in every decision. The meeting ends with decisions. Everything else waits.

01 What goes in the meeting

- ☐ The numbers. Eight to ten KPIs. Updated before the meeting starts.
- ☐ What is stuck. Anything that is not a number but needs a decision.
- ☐ Decisions needed. What changes this week.
- ☐ Owners and dates. Every decision gets both.

02 How to run it

Same day. Same time. Same agenda. The numbers are ready before anyone speaks. On-track numbers get no discussion. Off-track numbers get an owner and a next step. Decisions are written down. The meeting ends on time.

03 What a good meeting looks like

The team knows what is on track and what is not. Stuck items have owners. Decisions have dates. The owner does not have to chase the same issues the following week. The rhythm runs whether you are in the room or not.

If the meeting does not end with decisions and owners, it is not an operating rhythm. It is a status update.

04 What to do next

Pick the day and time. List the eight numbers. Write the agenda. Run it once. Then run it the same way every week. The rhythm is only useful if it stays the same.