

# Startup Operating Cadence Pack

## Use the method

Give a small business a practical daily, weekly, and monthly review rhythm. Use this when the owner reacts all day and important work has no protected time. The output is a calendar rhythm, a small set of reliable measures, and an action list with owners.

- 1. Choose operating priorities.** Name the customer result, cash visibility, delivery reliability, and capacity concerns that matter now. Choose only a few measures you can actually maintain.
- 2. Define the daily check.** Spend five to ten minutes checking today's commitments, urgent blockers, and the next customer handoff. Assign the response before starting new work.
- 3. Schedule the weekly review.** Reserve about thirty minutes to review inquiries, active work, cash visibility, capacity, risks, and overdue actions. End with decisions and the next week's priorities.
- 4. Schedule the monthly review.** Reserve about an hour to inspect repeated problems, actual results, tool use, and upcoming demand. Select one operating improvement with an owner.
- 5. Keep one action list.** Give every action an owner, due date, and completion evidence. Record a decision separately from the action that implements it.
- 6. Try four weeks.** Keep the rhythm small enough to sustain. After four weeks, remove checks that do not drive a useful decision and repair missing information.

## Worked example

Illustrative solo service business: daily check at 8:30 covers customer replies due, today's delivery, and the largest blocker. Weekly review Friday at 2:00 covers open inquiries, jobs due next week, and overdue invoices.

Three measures: active jobs due next week, overdue customer replies, and overdue invoices from the ledger. Each measure has a named source and a weekly update time.

Monthly review on the first workday finds that late customer inputs caused three delays. Improvement: send a standard input checklist before scheduling. Owner: business owner; due: next Friday; proof: next two jobs use the checklist.

A busy week shortens the review to urgent decisions and next commitments; it does not remove the review entirely.

### Before you put it to work

- ☐ Reviews are on the calendar and have a named owner.
- ☐ Each measure has a definition and a source.
- ☐ The review produces decisions or owned actions.
- ☐ The rhythm fits available capacity.

### If the problem keeps returning

If reviews repeatedly become status storytelling, read the records beforehand and bring only variances, blockers, and decisions into the meeting. Reduce the agenda until the routine is dependable.

### Connect the tools

Use BO-04 for the weekly agenda, MF-03 for cash visibility, and PW-02 for focus time.

### First use

Use the worksheet on the next page for one real task. Complete the decision fields, name the person responsible, and choose a review date. Duplicate the worksheet when you need another record.

# Working worksheet

Name or team \_\_\_\_\_ Date \_\_\_\_\_

## Operating focus

Current priorities, cadence owner, and period covered.

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## Daily weekly and monthly rhythm

| Review | When and duration | Records to bring | Decisions and owner |
|--------|-------------------|------------------|---------------------|
|        |                   |                  |                     |
|        |                   |                  |                     |
|        |                   |                  |                     |

Duplicate rows or this worksheet for additional records.

## Measures

| Measure | Definition | Source | Owner | Update time |
|---------|------------|--------|-------|-------------|
|         |            |        |       |             |
|         |            |        |       |             |
|         |            |        |       |             |

Duplicate rows or this worksheet for additional records.

# Complete and review

## Weekly priorities

Next commitments, capacity constraints, and the few priorities you will actually schedule.

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## Action and decision record

Decision, action, owner, due date, and completion evidence.

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## Monthly improvement

Repeated problem, one change, owner, test, and next four week review date.

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## Review after use

Which review prevented a missed commitment? \_\_\_\_\_

Which measure did not support a decision? \_\_\_\_\_

What repeated problem deserves the next monthly improvement? \_\_\_\_\_

What will change in the next four week cycle? \_\_\_\_\_

Next action \_\_\_\_\_ Owner \_\_\_\_\_ Due \_\_\_\_\_