LAUNCH & EXECUTE

WEEKLY EXECUTION SCORECARD

Focus the team, measure progress, resolve obstacles, and protect accountability.

2026 EDITION | PRACTICAL BUSINESS RESOURCE

01 / SCORECARD SETUP

Define the Weekly Operating Standard

Use one reporting period, one owner, and one set of definitions. The scorecard should make performance and commitments visible without becoming an administrative burden.

Operating decision	Definition
Business / initiative	
Week beginning / ending	
90-day objective or strategic priority	
Scorecard owner	
Meeting facilitator	
Review day and time	
Required participants	
Evidence cutoff time	
Escalation authority	
Record location	

- ☐ Use the same measure definitions throughout the operating cycle.
- ☐ Require evidence, not impression, for status and completion.
- ☐ Assign one accountable owner to each commitment.
- ☐ Record decisions and changes before the meeting closes.

02 / WEEKLY FOCUS

Set the Week’s Critical Outcomes

Select the few results that most advance the current operating objective. Define completion evidence before work begins.

Priority outcome	Why it matters now	Completion evidence	Owner	Due	Status
1					Not started
2					Not started
3					Not started
4					Not started
5					Not started
6					Not started
7					Not started

The single most important result this week

_____

_____

Work intentionally deferred or declined

_____

_____

03 / KEY MEASURES

Review Business and Execution Health

Track a balanced set of leading and lagging measures. Use targets and thresholds that lead to a specific operating response.

Measure	Definition	Prior	Target	Actual	Trend	Status	Owner
Customer / demand						On / Watch / Off	
Leads / pipeline						On / Watch / Off	
Conversion						On / Watch / Off	
Revenue / value						On / Watch / Off	
Delivery / activation						On / Watch / Off	
Quality / satisfaction						On / Watch / Off	
Cost / cash						On / Watch / Off	
Execution / completion						On / Watch / Off	
Team / capacity						On / Watch / Off	
Risk / compliance						On / Watch / Off	

Threshold decisions

Status	Meaning	Required action
ON TRACK	At or above expected performance.	Maintain, protect, or scale responsibly.
WATCH	Variance exists; recovery remains credible.	Assign correction, owner, and deadline.
OFF TRACK	Outcome or commitment is unlikely without intervention.	Escalate, change the plan, or reset explicitly.

04 / COMMITMENTS

Evaluate Last Week’s Delivery

Review commitments exactly as agreed. Distinguish complete, incomplete, changed, blocked, and intentionally stopped work.

Prior commitment	Owner	Due	Evidence / result	Status	Recovery / next action

Completion summary	Count / rate	Interpretation
Completed as committed		
Completed late or changed		
Incomplete / blocked		
Stopped by decision		
Weekly commitment reliability		

Pattern affecting reliable execution

05 / MILESTONES

Protect the Delivery Path

Review upcoming milestones, dependencies, approvals, and evidence. Look far enough ahead to prevent avoidable delay.

Milestone	Target date	Required evidence	Owner	Status	Dependency / risk	Decision

- ☐ The next four weeks of milestone risk are visible.
- ☐ Approvals are scheduled before—not on—the delivery date.
- ☐ Dependencies have named owners and confirmed dates.
- ☐ Changes to scope, date, cost, or quality are explicitly approved.

Milestone requiring immediate protection

06 / ISSUES & OBSTACLES

Remove What Is Blocking Progress

Separate an issue from its symptoms. Assign immediate containment, root resolution, an owner, and an escalation time.

Issue / obstacle	Impact	Root cause / evidence	Immediate action	Owner	Due	Escalate
						☐
						☐
						☐
						☐
						☐
						☐
						☐
						☐
						☐

Escalation criteria

- ☐ A launch, customer, safety, compliance, reputation, or material financial outcome is threatened.
- ☐ The accountable owner lacks authority, information, capacity, or cooperation to resolve the issue.
- ☐ A critical commitment or dependency will miss its recovery deadline.
- ☐ The required tradeoff changes approved scope, timing, cost, quality, or strategic intent.

07 / DECISIONS

Document Decisions and Tradeoffs

Record what was decided, why, who made the decision, and what action follows. Unrecorded decisions create repeated debate and inconsistent execution.

Decision required	Options / tradeoff	Decision	Decision owner	Due	Action / comm unication

Decision deferred and consequence of delay

Decision that must be communicated beyond the meeting

08 / CUSTOMER & MARKET

Capture External Evidence

Bring current customer, market, partner, and frontline evidence into the operating review. Avoid letting internal activity substitute for external learning.

Evidence / observation	Source	What it may mean	Confidence	Decision / test	Owner

Weekly learning checks

- ☐ What did customers do—not merely say?
- ☐ Which assumption gained or lost support?
- ☐ What objection, friction, or unmet need appeared repeatedly?
- ☐ What result differs materially by source, segment, offer, or channel?
- ☐ What should be tested or changed next week?

09 / TEAM CAPACITY

Check Ownership and Workload

Protect execution by identifying overload, unclear ownership, missing capability, and competing priorities before they cause missed commitments.

Owner / team	Critical commitments	Capacity status	Constraint	Support / decision needed

Capacity decision	Selection / notes
Reallocate work	
Remove or defer work	
Add support or expertise	
Change deadline or scope	
Escalate decision	

Person or team most at risk of overload

10 / NEXT WEEK

Commit to the Next Execution Cycle

Close the review with explicit outcomes, owners, deadlines, evidence, and escalation conditions. Do not leave action implied.

Commitment	Completion evidence	Owner	Due	Dependency	Escalation trigger

Top three priorities for the coming week

Known decision required before the next review

11 / MEETING RECORD

Run the Weekly Execution Review

Use this page as the recurring agenda and official record. Keep discussion proportionate to risk and decision value.

Agenda	Working question	Time	Outcome
Opening / focus	What matters most this week?	3 min	Shared focus
Scorecard	What changed and why?	7 min	Action on variance
Commitments	What was delivered?	10 min	Reliability understood
Milestones	What is at risk?	8 min	Protection assigned
Issues / capacity	What blocks progress?	10 min	Obstacle removed
Evidence / learning	What changed our understanding?	7 min	Learning captured
Decisions	What must be decided?	10 min	Decision recorded
Next commitments	Who will deliver what by when?	10 min	Clear ownership

Meeting detail	Record
Date / period	
Participants / absences	
Overall weekly status	ON TRACK / WATCH / OFF TRACK
Most important decision	
Most important risk	
Next review	

12 / REFERENCE NOTES

Use Guidance

Complete the scorecard before the review, use current evidence during the meeting, and assign all changes before closing. Retain prior weeks to identify patterns over time.

Recommended working sequence

Step	Working action
01	Confirm the reporting period, operating objective, owners, and definitions.
02	Set the week’s critical outcomes and completion evidence.
03	Update measures, prior commitments, milestones, and external evidence.
04	Identify obstacles, capacity constraints, risks, and decisions.
05	Run the review from evidence to action—not from opinion to discussion.
06	Record next commitments, owners, deadlines, and escalation triggers.
07	Retain the completed scorecard and review execution patterns monthly.

Final scorecard quality check

- ☐ Measures use consistent definitions and current evidence.
- ☐ Status reflects actual results, not effort or optimism.
- ☐ Each commitment has one owner and visible completion evidence.
- ☐ Risks, obstacles, and capacity constraints lead to action.
- ☐ Decisions and tradeoffs are documented.
- ☐ Next-week priorities align with the operating objective.
- ☐ The completed scorecard is retained for trend review.

Important: This scorecard provides general business-management guidance. Confirm operational, employment, privacy, financial, safety, regulatory, contractual, and other requirements for your business and markets.

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