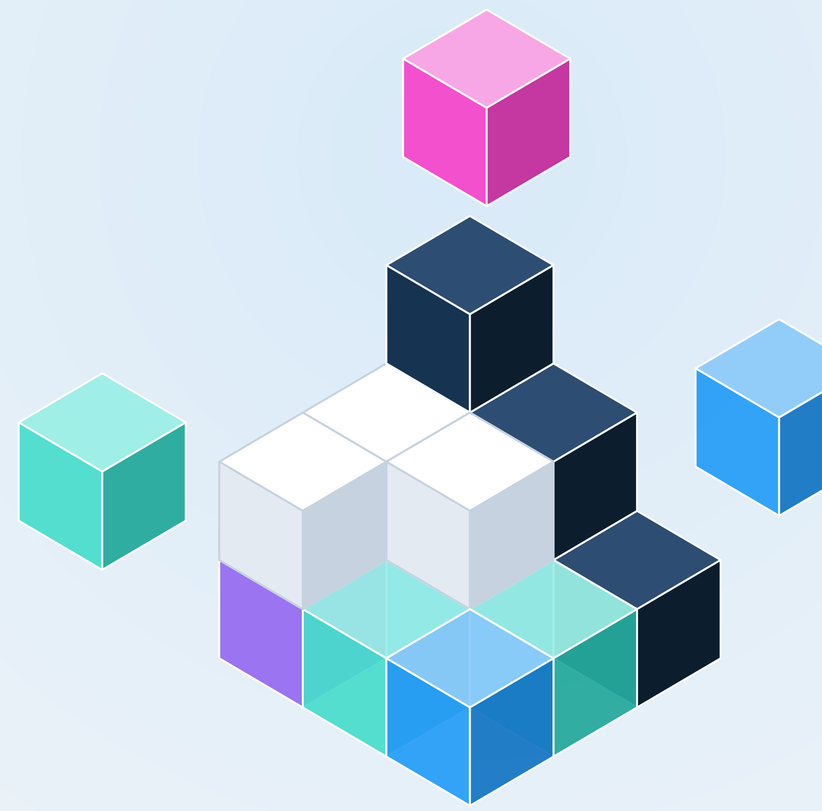
STRATEGY & PERFORMANCE

Operating Review Cadence

An operating review cadence is a nested set of daily, weekly, monthly and quarterly reviews, each with a clear purpose, inputs and decision rights.



01 THE CORE MODEL

NESTED CALENDAR · EACH REVIEW FEEDS THE NEXT

QUARTERLY	**Strategy review**	Priorities, investments, portfolio
MONTHLY	**Business review**	KPIs, initiatives, forecast
WEEKLY	**Area review**	Trends, open actions, resources
DAILY	**Tier meetings**	Today's performance and issues

ISSUES ESCALATE ↑ · ↓ DECISIONS

Cadence

The fixed rhythm of reviews, known in advance for the whole year.

Decision rights

Each review decides what belongs at its level, and only that.

Inputs and outputs

Each review uses results from the one below and feeds the one above.

02 GOOD CADENCE

Each review should decide something, not repeat the one below.

MEETINGS — DECISIONS

WEAK CADENCE

- Same slides shown at every level
- Decisions postponed to the next meeting
- Reviews cancelled when busy

STRONG CADENCE

- A clear purpose for each level
- Decisions and owners recorded
- Fixed dates protected all year

03 WORKED EXAMPLE

PLANT OPERATING RHYTHM · ONE ISSUE ACROSS LEVELS

DAILY
Scrap above target
raised at tier 1

→

WEEKLY
Trend confirmed
three weeks running

→

MONTHLY
Project approved
new die budgeted

→

QUARTERLY
Supplier strategy
second die source

04 MANAGEMENT TAKEAWAYS

01
Publish the calendar
Fix all review dates for the year in advance.

02
Define what each level decides
Avoid pushing every decision to the top.

03
Use one data set throughout
Reviews connect best when all levels share the same KPIs.

05 COMMON MISTAKE

LIMITATION

Reviews as presentations
When reviews become slide shows, decisions move into side meetings and the cadence loses its value.