CEO ADVISORY · OPERATING MODELS & GOVERNANCE

Making the CEO agenda governable.

With 2 decades of experience, I work with CEOs helping them steer their organizations. I build the small number of models / structures, a CEO needs to run the year: what the company has committed to, who owns it, whether it is on track — and where the CEO's own time is actually going. 2 of these models along with cadence mechanism have been listed here.

01 WHY THIS EXISTS

Most CEO agendas are governed from memory: a strategy deck written in January, a pack that changes shape every month, and a calendar nobody has ever measured. Three fixes do most of the work.

12 priorities, one weighted number

Annual commitments, weighted by importance, scored every month.

Every CXO's slice, made visible

One owner per priority. No shared accountability, no hiding.

A calendar scored, not guessed

CEO time measured against strategy and hygiene benchmarks.

02 THE MODELS, AS THEY ACTUALLY LOOK

Both are screenshots of working spreadsheets, not mock-ups. The pages that follow take each one apart.

MODEL 01 · CEO STRATEGY TRACKER

CEO Strategy Tracker

Top strategic priorities for the year, by accountable CXO. Set the period on the Config sheet.

Period in view: Full Year (Jan-26 – Dec-26) | Actuals through Jul-26

Weighted achievement	FY forecast vs target	On track	Watch	Off track	Open blockers & decisions
96.6%	100.0%	7	3	2	3

The whole year in one line: weighted achievement, full-year forecast versus target, and how many priorities are on track, on watch and off track.

MODEL 02 · CEO CALENDAR EFFECTIVENESS ANALYZER

EFFECTIVENESS DASHBOARD

Prepared for: [redacted] | *Period: Jul 1, 2026 - Jul 5, 2026 (5 working days)*

OVERALL EFFECTIVENESS SCORE	STRATEGIC TIME SCORE	CALENDAR HYGIENE SCORE
72.0	82.4	61.7
Good	Weight: 50%	Weight: 50%

A week of the diary scored out of 100: half on whether meeting hours track stated priorities, half on calendar hygiene. Names redacted.

WHAT I CAN DO FOR YOU

Six things I build for CEOs

01 WHAT I BUILD

Each is a working model plus the review rhythm that makes it bite — not a deck, not a dashboard licence, but a file your team owns. They are modular: most CEOs start with one and add the next at the following quarter.

01 Strategy execution governance

Eight to twelve annual commitments, each with a weight, a KPI and a target path, rolling up to one number.

02 CXO accountability and scorecards

One owner per priority, and each executive's share of the CEO agenda made explicit as a percentage.

03 CEO time and attention

The calendar scored against stated priorities and five hygiene benchmarks, with the hours to reclaim named.

04 Board and investor reporting

One source for the pack: achievement, forecast versus target, and the decisions the board is being asked for.

05 Decision and blocker cadence

A logged trail of progress, risks, blockers and decisions, so escalation happens on a schedule not from memory.

06 Hand over — or keep me running it

Diagnose, build, then your choice: take the file in-house, or I keep running the cycle for you each month.

02 HOW IT IS RUN

A model without a cadence decays inside two months. This is the monthly loop everything is designed around — same five steps, same owners, same numbers reaching the board.

Month close	Owners update	Model recalculates	CEO review	Board pack
Actuals land	One line each	RAG + forecast	Exceptions only	Same numbers

Monthly, with a quarterly reset of targets and weights. The model does the arithmetic so the meeting can spend its time on the three things that are off track.

03 SELECTED EXPERIENCE

Two decades of it, mostly where the operating model and the numbers meet. A sample of the work behind the models on the following pages:

TRANSFORMATION

- Post-merger integration — telcos in Bangladesh and Sri Lanka
- Cost reduction — telcos in India, Nepal and Malaysia
- National sales and distribution set-ups

GROWTH AND GO-TO-MARKET

- Go-to-market for five new divisions of a global giant
- Handset manufacturer entering the India market
- Annual operating plans and long-range plans

CEO OFFICE AND GOVERNANCE

- Driving the CEO agenda — India's largest telco
- PMO and CEO agenda — 100 MW of solar across 120 sites
- Company-level cashflow models
- Board notes and board presentations

Sectors: telecom, energy, consumer electronics, manufacturing and ITeS.

PROOF POINT 1

CEO Strategy Tracker

01 WHAT THE MODEL DOES

Twelve annual priorities, each with an accountable CXO, a weight, a KPI and a direction of travel. Monthly actuals roll into one weighted achievement number, a full-year forecast and a RAG status against thresholds the CEO sets. Seven sheets, one input discipline: owners fill the blue cells, everything else calculates.

MODEL 01 · CEO STRATEGY TRACKER

CEO Strategy Tracker

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The header a CEO reads first: one weighted number for the year, the forecast against target, and the count on track, on watch and off track.

Priorities at a glance

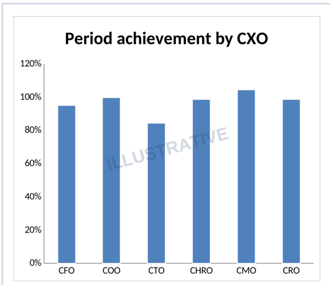
ID	Strategic priority	Owner	Weight	Period target	Period actual	Ach. %	RAG	Trend	FY forecast	vs target
P01	Accelerate topline growth in core markets	CRO	14.0%	268.3	265.2	98.8%	Green	Slipping	474.5	98.8%
P02	Expand gross margin through pricing & mix	CFO	10.0%	0.4	0.4	100.7%	Green	Improving	0.4	104.0%
P03	Convert profit to cash	CFO	9.0%	34.7	30.7	88.7%	Red	Slipping	55.0	88.7%
P04	Launch the AI product suite	CTO	11.0%	5.0	4.0	80.0%	Red	Holding	6.4	80.0%
P05	Complete cloud migration	CTO	7.0%	0.5	0.5	91.7%	Amber	Slipping	0.8	93.1%
P06	Reduce cost to serve	COO	9.0%	12.4	12.4	100.2%	Green	Improving	10.9	105.9%
P07	Deliver on time, in full	COO	8.0%	0.9	0.9	100.7%	Green	Improving	1.0	102.8%
P08	Reduce regretted attrition	CHRO	7.0%	0.1	0.2	97.9%	Amber	Improving	0.1	108.5%
P09	Build the leadership bench	CHRO	5.0%	0.6	0.6	100.0%	Green	Improving	0.8	105.4%
P10	Scale demand generation	CMO	7.0%	134.2	146.0	108.8%	Green	Improving	261.1	108.8%
P11	Lift customer advocacy	CMO	8.0%	47.3	47.6	100.6%	Green	Improving	55.1	106.0%
P12	Make the workplace measurably safer	COO	5.0%	0.5	0.5	97.7%	Amber	Improving	0.3	114.0%
TOTAL			100.0%			96.6%	Amber			100.0%

Every priority with its owner, weight, period target versus actual, achievement, RAG, three-month trend and full-year forecast. Red and amber are computed, not negotiated.

02 WHAT CHANGES FOR THE CEO

The output is not a prettier report. It is a different conversation, because the arithmetic is settled before anyone sits down.

- One version of the truth — the number in the board pack is the number on the CXO's own scorecard.
- Reviews start at the exceptions. Three amber, two red: the agenda writes itself.
- Forecast, not just history. The full-year projection moves with every close, while the year can still be changed.
- Weights force a choice. Twelve priorities cannot all be the most important one.



The same month, by executive.

PROOF POINT 2 + THE GOVERNANCE BEHIND IT

CEO Calendar Effectiveness Analyzer

01 WHAT THE MODEL DOES

A week of the CEO's diary in, a score out of 100 out. Half asks whether meeting hours track the priorities the CEO says matter; half is calendar hygiene — protected focus time, back-to-back load, meetings per day, meeting length and after-hours creep.

MODEL 02 · CEO CALENDAR EFFECTIVENESS ANALYZER

AUTOMATED INSIGHTS

Generated from 43 meetings across 5 working days. Refreshes automatically as you edit the Calendar Input tab.

NOTE	Overall: your calendar scores 72.0/100 — rated 'Good'. Strategic Time Score: 82.4/100. Calendar Hygiene Score: 61.7/100.
OK	Strong strategic focus — a time-weighted 82.4/100 shows most meeting hours go toward what you rated high priority.
WATCH	Low protected focus time — only 17.0% of working hours are unscheduled, below the 30% target. Block dedicated thinking time before the calendar fills up.
WATCH	Meetings run back-to-back 79.1% of the time, above the 15% benchmark. Build in 5-10 minute gaps to reduce fatigue and context-switching.

Findings are generated from the data, not typed in, and end with one recommended action for the month.

Type	Hours	% of Scheduled Time	Count
Strategic Planning	10.0	23.0%	7
Growth / Revenue	5.5	12.6%	5
People Leadership (1:1s)	4.5	10.3%	7
Board / Investor	5.0	11.5%	4
External / Stakeholder	4.0	9.2%	4
Operational / Status	8.5	19.5%	10
Admin / Internal	4.0	9.2%	6
Personal / Focus / Break	2.0	4.6%	2
Total	**43.5**	**100.0%**	**45**

Where the hours actually went, by meeting type — the number most CEOs guess wrong.

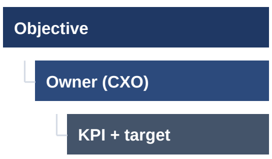
02 THE GOVERNANCE IT FOLLOWS

None of this is invented. Each model is deliberately built on structures a board already recognises, so nothing has to be explained twice — the vocabulary is the one your directors already use.

Balanced Scorecard

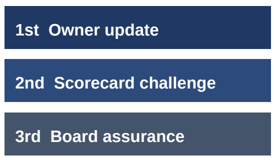
Weighted pillars, one roll-up score.

Objective cascade



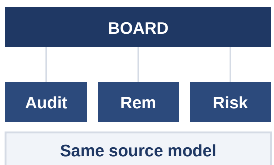
One objective, one owner, one measure.

Three lines of defence



Self-report, challenge, then assurance.

Board architecture



What the board sees, and through which committee.

03 WHERE TO START

Small, scoped and reversible: two weeks of work, mostly interviews and one calendar export.

A two-week diagnostic on your reporting and one month of your calendar. You get the scored baseline and the working model — then take it in-house, or have me run the monthly cycle with your team.

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