For CEOs and Chiefs of Staff

The board page takes a week when four teams write it from memory.

Ask the same four questions weekly and the story is already on record.

Decision	Evidence to supply	Check before action
01 / The Gap **What closes the plan gap**	Plan and actuals by segment for the quarter, with the two prior quarters beside them.	The driver's owner confirms it before a fix is scheduled.
02 / Upside **What one change is worth**	The driver model with current values and their dates, costs held flat.	No assumptions listed, no number shown.
03 / Risk **What can stop the plan**	Open risks from finance, sales, delivery and people, with owner and date where known.	Unowned risks stay listed; nobody infers an owner.
04 / The Board Page **The one page for the board**	The three outputs above plus the decisions pending from the last meeting.	You write the decision requests yourself.

Week twelve is the board page.

Keep the scorecard, periods and definitions fixed so the model compares the same things. The quarter's explanation is then a read of the deltas, with your judgment added.

Confident, with no denominators.

Models write fluent explanations for numbers they have not checked. Require the denominator and period next to every percentage and reject any driver without a source ID.

The CEO owns the ask. The model prepares the comparison, the scenario and the risk list. What the board is asked to decide is written by you, in your words.

Measure the workflow: Days from close to the board page · drivers confirmed by owners · owned risks · decisions taken.

Write the quarter's story from the weekly record.
Bring one scorecard and a board page. We can define the weekly packet, checks and first run.

Sample output on page 2. Companion prompt and downloads.

CEO / Board one-pager

Board one-pager

Illustrative / Synthetic · Northstar Workflow · 21 September 2026 review

Gaps first / TO AGREE

No validated cash upside or owner for O17. September outlook needs finance review. Decision requests below are headings for the CEO to write, not approved asks.

€3.00m
Q3 plan / F01

€2.82m
Q3 outlook / F01

-6.0%
€180k shortfall / €3.00m plan

What changed

Timing (-€240k) and volume (-€60k) exceed price (+€80k) and mix (+€40k). July-August booked revenue is €1.80m; September contributes €1.02m forecast. [F02-F06, L01]

Finance
Reconcile €180k gap

→

Revenue + delivery
Validate start dates

→

CEO
Write the asks

One upside, not the forecast

Hypothesis: recover €120k of F02 timing in September, with costs held flat. Q3 revenue becomes €2.94m; gap is €60k / €3.00m = 2.0%. [F01, F02]

Assumes delivery can start and finance confirms recognition. July and August: no change. September: +€120k. Cash timing: UNKNOWN.

Risks to the plan

Delayed starts / Delivery lead: validate schedule. [F02]
O17 stale and unowned / TO AGREE. [S02]
Late implementation hire / People lead; revenue link unconfirmed. [H02]

CEO decision requests

1. **Delivery capacity tradeoff** / wording and decision date TO AGREE.
2. **September outlook release** / CFO review pending.
3. **Risk ownership** / name the O17 owner before the next review.

Board status: illustrative working page. The CEO owns the ask; no recommendation is recorded as a decision.

Synthetic evidence: Same Q3 definitions as CFO and CRO. Prior-quarter scorecards and previous board decisions were not supplied; no trend or closure claim is made.