

Operating Review Template

Six reusable layouts for executive updates, performance reviews and decision meetings

16:9 EDITABLE PPTX · 2026 · PREPARED BY [TEAM OR FUNCTION]

01

COVER
EXECUTIVE UPDATE
EDITABLE SYSTEM

Performance at a Glance

01

This section isolates the outcomes, drivers and decisions that matter.

OUTCOMES · DRIVERS · DECISIONS

Two decisions unlock the next phase

EXECUTIVE THESIS

The fictional operating model remains within its planning range. Capacity - not workflow stability - is now the binding constraint.

DECISION 01

Reallocate capacity

Protect the next operating cycle before utilization exceeds the fictional planning ceiling.

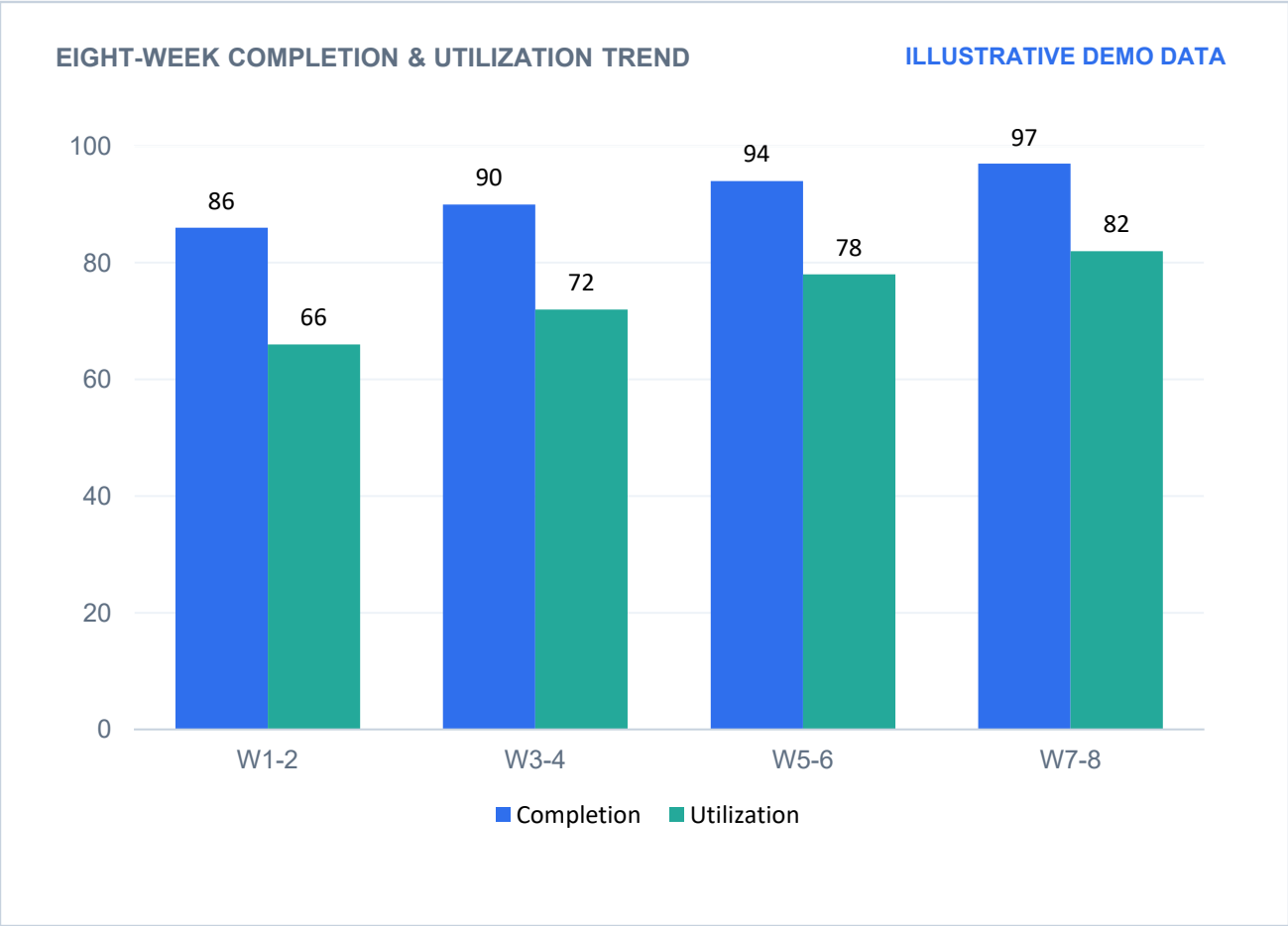
DECISION 02

Confirm the Wave 2 sequence

Lock the next workstream order, owner and decision date before launch.

NEXT DECISION · APPROVE CAPACITY AND SEQUENCE TOGETHER

Capacity needs action before Wave 2



EXECUTIVE READOUT

Throughput rises while utilization approaches the planning ceiling.

Approve capacity before the next fictional cycle begins; do not treat these values as reported performance.

82%

Capacity utilization
Illustrative value

97%

On-time completion
Illustrative value

WATCH ITEM · CAPACITY BEFORE WAVE 2

Three stages keep the cycle decision-ready

01

ALIGN

Confirm objective and scope
Name one sponsor
Lock success criteria

02

EXECUTE

Run the working cycle
Review evidence weekly
Resolve exceptions

03

DECIDE

Compare results to gates
Approve, revise or close
Assign the next owner



WEEK 0



WEEKS 1-6



WEEK 7

Confirm scope, owner and date

Close with one decision and a clear owner - not a generic thank-you page.

01 SCOPE

02 OWNER

03 DATE

DECISION

- ☐ **APPROVED**
- ☐ **APPROVED WITH CONDITIONS**
- ☐ **DEFERRED**

OWNER

[NAME · ROLE]

TARGET DATE

[DD MMM YYYY]

NEXT ACTION · CONFIRM BY [DATE]