

LEADERSHIP MEETING

GUIDE

The Executive Discussion Guide is the one-time conversation that introduces this operating system to your leadership team. This guide is what runs after that — how the Seven Laws Standard shows up in your actual, recurring leadership meeting, every week and every quarter, instead of living in a slide from the kickoff and then quietly fading.

“The department scorecards still exist. They simply stop being the highest authority in the room.”

RECOMMENDED CADENCE

Frequency	What happens
Every meeting	The confidence filter + the four-sentence check (5–10 min)
Monthly	Seven Laws Standard review on your top accounts (20–30 min)
Quarterly	The scorecard-columns exercise, ideally timed with QBR prep (45–60 min)

EVERY MEETING – THE CONFIDENCE FILTER

Before approving the week's biggest account decision, ask it out loud:

"Did this decision build the customer's confidence, or spend it?"

Not every decision needs a debate. It needs the question asked, on the record, before it's approved.

This week's decision

Answer

EVERY MEETING – THE FOUR-SENTENCE CHECK

Which of these did anyone say out loud in a leadership meeting this week? Write down every one, and the account or moment that prompted it. Don't soften it.

- ☐ "Let's improve Delivery first." – account/moment: _____
- ☐ "Our customers are happy, our SLAs are green." – account/moment: _____
- ☐ "Whose fault is this?" – account/moment: _____
- ☐ "Once we get through this renewal, we'll fix it." – account/moment: _____

For each one checked, ask: did that decision align the relationship, or improve one department and leave the seam alone?

Monthly – Seven Laws Standard review

Pick your top three accounts. Score each law honestly for each account – not whether the team believes it, whether it's true this month.

Law	Account 1	Account 2	Account 3
Sales Wins Them. Delivery Grows Them.			
The Customer Defines Success.			
Customers Don't Buy Technology. They Buy Confidence.			
Renewals Begin on Day One.			
You Can Meet Every SLA and Still Lose the Customer.			
Delivery Starts Before the Sale.			
The Easiest Company to Do Business With Usually Wins.			

Mark each cell aligned, at risk, or broken. Any account with two or more "broken" marks is this month's real work, whatever the dashboard says.

Quarterly – the scorecard-columns exercise

Turn a page sideways. Four columns: Sales, Delivery, Customer Success, Leadership. In each, write the two or three real numbers that team is actually measured on this quarter – not the ones on the mission statement.

Sales	Delivery	Customer Success	Leadership

Now pick one real account – ideally your largest. Read across the row and mark every place where two of those scorecards would reward a different decision.

Account used for this exercise

Number of marks (places where scorecards fight each other)

That number is a rough measure of how much of your organization is optimizing against itself. If it unsettles you, act on it while it's fresh – don't file it for next quarter.

Standing roster – who owns the space between departments

Someone has to be responsible for alignment itself, not any one department acting alone. Keep this list current at every meeting.

Account	Alignment owner	Confidence trend	Last reviewed

Before you close the meeting

Any account marked confidence trend “down” is this meeting's escalation, not next quarter's. “Wait until after renewal” is not an option on this list.

What's the one alignment decision this leadership team owns before the next meeting?

Want help installing this rhythm across your leadership team? Book an Outcome Execution Gap Session.

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