

LEADERSHIP & GOVERNANCE · CANVAS

Leadership Operating Model Canvas

For CEOs and leadership teams at scaling technology businesses who need to move from implicit, founder-routed alignment to a deliberate model for how the team decides, communicates, and escalates together.

How to use this: Work through this canvas as a leadership team, not individually. The value is in surfacing where each function currently disagrees about how decisions actually get made, then agreeing a single version.

Shared Numbers

Define the handful of metrics every function agrees to use, with one definition each, across every meeting.

What are the 5-8 numbers every leader must see and agree on before any strategic discussion?

Where does each number currently come from, and who owns the definition?

Which of these numbers currently has more than one version circulating across the business?

Decision Architecture

Map which decisions sit where, so leaders stop re-deciding the same thing in different rooms.

Decision Type	Decided By	Consulted	Escalation Path If No Agreement
Pricing and packaging changes			
Roadmap prioritisation			
Hiring above a defined level			
Customer commitments outside standard terms			
Budget reallocation across functions			

Meeting Cadence and Purpose

Name the real purpose of each recurring leadership meeting so none of them default to status theatre.

Meeting	Frequency	Single Purpose	Who Must Attend
Execution sync			
Performance review			
Strategic review			
Board / advisor prep			

Escalation and Disagreement

- ☐ There is a named, known path for resolving cross-functional disagreement without it defaulting to whoever has the CEO's attention that week
- ☐ Every leader knows what to do when they disagree with a decision after it's made
- ☐ There is a defined point at which an unresolved disagreement goes to the CEO or board
- ☐ Disagreements are logged somewhere, so patterns of recurring friction are visible over time

Model Adoption

Confirm the operating model is a living reference, not a document filed away after this exercise.

Who is accountable for keeping this canvas current as the team and business change?

How will this be introduced to a new leadership hire in their first 30 days?

What will we check in 90 days to see whether the model is actually being used?
