

LEADERSHIP & GOVERNANCE · TEMPLATE

Board / Advisor Meeting Agenda Pack

For CEOs preparing board and advisor meetings who want a repeatable structure that protects live time for real decisions rather than status reporting.

How to use this: Select the agenda template matching your meeting type (monthly async update, quarterly strategic review, or annual deep dive) and populate it in the week before the meeting, sending the pre-read at least 3-5 days ahead.

Monthly / Bi-Monthly Async Update

Designed to be read, not presented. Keep this out of live meeting time.

Headline performance vs. plan this period (3-4 sentences, numbers attached separately):

Anything materially off-track that the board should be aware of before the next live meeting:

Any decision the board should weigh in on asynchronously before the next cycle:

Quarterly Strategic Review Agenda

Agenda Item	Time Allocated	Decision or Discussion?	Pre-Read Owner
Performance vs. plan (brief, pre-read covers detail)			
Key risks since last review			
Primary strategic decision requiring board input			
Secondary decision or approval item			
Forward look / next quarter priorities			

Annual Deep-Dive Topics

- ☐ Full strategy review against multi-year plan, not just current quarter
- ☐ Board and advisor composition: gaps, renewals, additions
- ☐ Governance health check: cadence, decision quality, escalation paths
- ☐ Leadership succession and key-person risk
- ☐ Major risk register review beyond routine operational risk

Pre-Read Structure

Use this structure for every substantive pre-read so board members always know where to find what.

Executive summary (what's changed, what needs a decision):

Performance detail (numbers, trends, context):

The specific decision or input requested, stated as a clear question:

Supporting detail or appendix (only if genuinely needed):

Decision and Follow-Up Log

Track what was actually decided so nothing agreed in the room is lost by the next cycle.

Decision / Action	Owner	Due Date	Status at Next Meeting