



CONFIDENTIAL — INTERNAL USE ONLY

Sample Executive Operating Brief

Prepared for executive leadership review · MVP.dev · Q3 Operating Cycle

Purpose

Surface operating risk and align leadership on near-term decisions

Audience

C-suite and senior leadership at growth-stage companies

Scope

30-day decision window · operational, technical, and vendor exposure

Executive Summary

Three operating risks demand immediate leadership attention. Left unaddressed, each compounds into structural drag within 60–90 days.

RISK 01

Reporting Gaps & Visibility Loss

Key performance data is fragmented across teams with no single source of truth. Leadership is making resource decisions on lagging or incomplete signals.

RISK 02

Concentrated Vendor Exposure

Critical delivery workflows depend on a small set of external vendors with no documented contingency. A single contract disruption creates cascading delays.

RISK 03

Undefined Technical Ownership

Core systems lack clear internal ownership. Incident response is reactive, and institutional knowledge sits with individuals rather than documented processes.

Decision Matrix

Current state assessment across four operating dimensions. Status reflects leadership review as of this brief.

Dimension	Current State	Primary Risk	Urgency
Reporting & Visibility	Fragmented, manual	Decision latency	High
Vendor Exposure	Undocumented dependencies	Delivery continuity	High
Workflow Integrity	Informal handoffs	Execution breakdown	Medium
Technical Ownership	Individual-dependent	Knowledge attrition	High

📌 All four dimensions are interrelated. A breakdown in technical ownership accelerates risk in reporting and workflow execution simultaneously.

30-Day Decision Agenda

Four decisions leadership must make to stabilize operations and reduce compounding risk before the next operating cycle.

1

Appoint a Reporting Owner

Designate one internal owner responsible for a unified weekly operating dashboard. Align on three to five metrics that drive all resource decisions.

2

Audit Vendor Contracts

Map all critical vendor relationships. Identify single points of failure and require documented contingency or parallel sourcing for Tier 1 dependencies.

3

Define Workflow Escalation Paths

Establish clear handoff protocols and escalation owners for the top three cross-functional workflows. Remove informal dependencies from the critical path.

4

Assign Technical System Owners

Pair every core system with a named internal owner and a documented runbook. Begin knowledge transfer where ownership is currently individual-dependent.

Expected Outcomes

If the four decisions above are executed within 30 days, the business should observe measurable improvements across all risk dimensions within 90 days.

30%

Faster Decisions

Unified reporting reduces leadership review cycles and eliminates lag from manual data reconciliation

2x

Vendor Resilience

Documented contingency plans double the business's ability to absorb a vendor disruption without delivery impact

90

Day Stabilization

With clear ownership and escalation paths, operational stability is achievable within a single quarter

The Compounding Upside

Each recommendation reinforces the others. Defined ownership improves reporting accuracy. Better reporting surfaces vendor risk earlier. Cleaner workflows reduce the burden on technical owners. Together, these changes shift the organization from reactive to proactive operations.

The Cost of Delay

Without action in the next 30 days, the identified risks will intersect and amplify. Leadership will face a larger, more expensive stabilization effort in Q4 — compounded by team friction, delayed delivery, and reduced investor confidence.