

CHECKLIST · 1 PAGE

The board pack, *page by page*

Ten pages your board actually reads. Same order every month, so they can find what changed in seconds.

- ☐ **1 · Cover and agenda.** Date, attendees, the three decisions you need from this meeting.
- ☐ **2 · CEO letter.** One page: what went well, what didn't, what you're worried about.
- ☐ **3 · Dashboard.** Six to eight KPIs, this month vs last month vs plan, with a one-line comment each.
- ☐ **4 · P&L vs plan.** Month and year to date. Explain every variance above 10%.
- ☐ **5 · Margin bridge.** How gross margin moved from last quarter to this one, in steps.
- ☐ **6 · Cash and runway.** Closing cash, the 13-week forecast and months of runway at current burn.
- ☐ **7 · Revenue and pipeline.** New, expansion and churned revenue; pipeline by stage.
- ☐ **8 · Team and hiring.** Headcount vs plan, open roles, leavers.
- ☐ **9 · Risks and asks.** What could go wrong, and exactly what you want from the board.
- ☐ **10 · Appendix.** Balance sheet, full P&L, cap table changes. Reference only.

The week before the meeting

Day -7	Day -5	Day -4	Day 0	Day +1
Books closed for the month	Draft pack and CEO letter	Pack sent to the board	Meeting: decisions, not updates	Actions and owners sent out

The one rule: if a board member asks a question the pack should have answered, add that answer to next month's pack.