IDEA SHEET® · V7 · EXECUTIVE OVERVIEW

Board-First Communication Standard

Focus-OS as an Organization-Wide Thinking and Communication Standard

An organization-wide standard could cut update effort and improve comparability, but only if leaders use it consistently inside existing review rhythms.

Business Case

Board and top management would get faster-to-scan, more comparable updates while teams spend less time preparing them.

What Must Be True

Board use, preserved decision quality, real time savings, and fit with existing workflows all have to hold together.

Critical Risks

Leader tolerance of old formats, weak rewards for concision, or variant creep would send teams back to current habits.

Best Alternative · Key Dependencies

- PowerPoint or long write-ups protect familiar reporting habits, but they keep updates slower to scan and harder to compare.
- Wider rollout rests most on board and top management using the standard consistently first.

Decision Conditions

- A board-first rollout that measurably reduces preparation and reading time without hurting decision quality would settle it.
- Continued acceptance of old formats or added administrative burden would end the case.

Next Step

Pilot the standard in board and top management review cycles and measure preparation time, reading time, and workflow fit.

UNCERTAINTY	4	4	2	3
High	ASSUMPTIONS UNTESTED	DEPENDENCIES	CONTRADICTIONS	TENSIONS

⚠ DIAGNOSTIC OVERVIEW

DEPENDENCIES

- Relies on board and top management adopting and consistently using the standard before wider company extension.
- Relies on existing review and approval workflows accepting Focus-OS without adding administrative burden.
- Relies on one owner and an exception process to prevent local variants from multiplying.
- Relies on measurable reduction in preparation and reading time to justify organization-wide adoption.

CONTRADICTIONS

- An organization-wide standard depends on top-down adoption, while the stated problem is inconsistency across organizational levels.
- Replacing presentation decks with shorter inputs can reduce preparation time while shifting effort into reading and governance.

TENSIONS

- Standardization improves comparability, while different levels may need different detail.
- A phased rollout reduces resistance, while slower rollout delays organization-wide standardization.
- Common standards improve comparability, while limited exceptions preserve local practical flexibility.

Decision responsibility remains with you.

IDEA SHEET® · V7

Focus-OS as an Organization-Wide Thinking and Communication Standard

Focus-OS is an organization-wide thinking and communication standard built around the Idea Sheet® Process. It is for board members and top management in large enterprises with recurring cross-level reporting and review rhythms. It addresses inconsistent communication across levels that creates unnecessary clarification, rework, and presentation decks.

CORE ANALYSIS

Primary User

- Board members and top management in large enterprises with recurring cross-level reporting and review rhythms
- Operate where communication moves across organizational levels and feeds repeated reporting and review cycles
- Lead adoption first before the standard extends across the company

Core Problem

- Inconsistent communication across levels creates unnecessary clarification, rework, and presentation decks
- Slow, inconsistent communication across organizational levels delays shared understanding between teams and leaders
- Existing PowerPoint or long write-ups are not faster to scan or easy to compare across teams

Intended Outcome

- Reduce the time teams spend preparing updates and leaders spend reviewing them—while improving clarity and consistency
- Create updates that are faster to scan than PowerPoint or long write-ups
- Make communication more consistent and easier to compare across teams

Suggested Goals

• Leadership commitment — Board and top management adopt and consistently use the standard
• Meaningful time savings — Preparation and reading time decline enough to make the new approach worthwhile
• Decision quality maintained — Shorter communication does not reduce clarity or decision effectiveness
• Workflow fit — Focus-OS works within existing processes without adding significant administrative burden

Break Points

• Leadership adoption — If leaders keep accepting old formats, adoption stalls
• Behavior change — If concise communication isn't rewarded, old habits return
• Governance — Without one owner and exception process, local variants multiply
• Scalability — Manual fixes or specialist support can make the system too costly to scale

Structural Posture

• Focus-OS is an organization-wide thinking and communication standard built around the Idea Sheet® Process
• Beginning with the board and top management and then extending across the company
• Provides a consistent way to structure and communicate ideas, opportunities, problems, and decisions across organizational levels
• The resulting Idea Sheet® can stand alone or feed PowerPoint, reports, meetings, and other presentation formats

⚠ DIAGNOSTIC OVERVIEW

UNCERTAINTY	ASSUMPTIONS UNTESTED	DEPENDENCIES	CONTRADICTIONS	TENSIONS
High	4	4	2	3

DEPENDENCIES

• Relies on board and top management adopting and consistently using the standard before wider company extension.

• Relies on existing review and approval workflows accepting Focus-OS without adding administrative burden.

DEPENDENCIES (CONT.)

- Relies on one owner and an exception process to prevent local variants from multiplying.
- Relies on measurable reduction in preparation and reading time to justify organization-wide adoption.

CONTRADICTIONS

- An organization-wide standard depends on top-down adoption, while the stated problem is inconsistency across organizational levels.
- Replacing presentation decks with shorter inputs can reduce preparation time while shifting effort into reading and governance.

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- Standardization improves comparability, while different levels may need different detail.
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