

The Weekly Accountability Meeting

A Weekly Accountability Agenda for Owner-Led Companies

Most owner-led companies don't stall because of the market.

They stall because the owner became the ceiling. This meeting is designed to change that.

How to Use This Agenda

What this meeting is — and what it isn't

This is not a status update meeting. It is not a chance for the owner to check in on whether things got done. That pattern keeps the owner at the center of everything — which is exactly the problem.

This is a rhythm meeting. It exists to make the leadership team collectively accountable for results, visible on progress, and fast on decisions. When it works, the owner starts to come off the critical path.

Three rules that make it work

1. Protect the time. Same day, same time, every week. Missing or moving it signals that the business doesn't run on rhythm yet.
2. Solve in Issues, not in every segment. When a number is off or a commitment wasn't met, note it and move on — resolve it in the Issues block.
3. Commitments are public. What gets said out loud in this room gets done. That's the mechanism.

Who should be in the room

Your core leadership team — typically 3 to 7 people. If someone owns a function, they're in. If they don't own anything, they shouldn't be. Larger teams dilute accountability and slow decisions.

How long before it clicks

Most teams need 4 to 6 weeks before the rhythm feels natural. Keep running it even when it's awkward. The discomfort is usually the accountability surfacing — which is the point.

A note on timing

The times are a target, not a ceiling. Some weeks Issues runs long. That's fine — it means the meeting is doing its job. What you're managing is that the opening segments don't steal time from the decisions that matter.

The Agenda at a Glance

Segment	Time	Purpose
Opening	5 min	Wins & personal best of the week
Scoreboard	10 min	Metrics vs. target — exceptions only

Segment	Time	Purpose
Commitments Check	10 min	Last week: Done / Not done
Headlines	10 min	What the team needs to know
Projects Review	25 min	Top priorities: Red / Yellow / Green
Issues & Decisions	25 min	Priority order — capture owners
New Commitments	5 min	Who does what by next meeting
Close	5 min	Rate the meeting 1–10, quick retro

Total: 90 minutes

The Agenda in Detail

Opening — Wins · 5 min

Start with momentum. One win per person: professional or personal, big or small. This is not a warm-up exercise — it trains the team to look for evidence that the business is moving forward, even in hard weeks.

The owner sets the tone here. If you share something real, the team will too. If you rush it, the team learns it's just a ritual to get through.

FACILITATION PROMPTS

- What's one win from this past week — in work or in life?
- What's one thing that went better than you expected?

Scoreboard · 10 min

Your scoreboard is a small set of weekly metrics — typically 5 to 15 numbers — that tell you whether the business is on track. Review actuals vs. targets. Flag anything red or trending wrong.

The discipline here is exceptions only. If the number is green, say so and move on. The only items that get discussion are the ones that are off — and that discussion gets captured for Issues, not resolved here.

If you don't have a scoreboard yet, that's your first project. A meeting without numbers is a conversation about feelings.

FACILITATION PROMPTS

- What's off track? Note it for Issues.
- Is the trend moving in the right direction even if the number is not yet green?
- Are we measuring the right things, or are we measuring what's easy to track?

Commitments Check · 10 min

Each person states their commitment from last week and calls it: Done or Not done. That's it. No explanations in this segment — anything that needs discussion goes to Issues.

This is the accountability engine of the meeting. Teams that let people explain or justify missed commitments in this segment gradually erode the standard. Done or not done is a complete answer.

If someone consistently can't close their commitments, that's an Issues conversation — about capacity, priority, or right-seat fit.

FACILITATION PROMPTS

- What was your commitment last week? Done or not done?
- If not done: Does it move to Issues, or is it rescheduled with a new owner and date?

Customer & Team Headlines · 10 min

What does the leadership team need to know this week that affects how we operate? This is not a reporting segment. It is a signal-sharing segment.

Good headlines: a key customer gave strong feedback — positive or negative. A key hire just accepted or declined. A supplier issue is about to hit production. A competitor made a move.

If a headline requires a decision or creates an issue, capture it for the Issues block. Keep this segment moving.

FACILITATION PROMPTS

- What's one thing the team needs to know about customers this week?
- What's one thing they need to know about the team or operations?

Projects Review · 25 min

Review your top 3 to 7 priorities for the quarter. Each project owner gives a Red / Yellow / Green status and a single sentence on why.

Red = at risk, needs help or a decision. Yellow = some concern, owner has a plan. Green = on track.

The most common mistake here is reporting instead of flagging. Owners say "it's green" when it's actually yellow because they don't want to be the one with a red. Create a team culture where red is information, not failure.

Any red that requires a decision or a resource goes to Issues.

FACILITATION PROMPTS

- Red / Yellow / Green — and why in one sentence.
- What do you need from this room to move a yellow to green, or to resolve a red?
- Is this project still the right priority, or has something more important emerged?

Issues & Decisions · 25 min

This is the most important segment in the meeting. It's where the real work happens. Work through the issues list in priority order — the ones with the highest impact first.

For each issue: identify the real problem (not the symptom), discuss briefly, make a decision, assign an owner, set a due date. Then move on.

The owner's job in this segment is to facilitate, not to solve. If the owner is solving every issue, the ceiling is still in the room. Push the team to drive the decision and own the outcome.

Not every issue gets resolved in one meeting. Some need more information. That's fine — the discipline is making a decision about what to do next, not leaving it unresolved.

FACILITATION PROMPTS

- What is the real problem here — not the symptom?
- What options do we have? Which one do we commit to?
- Who owns this, and by when?
- Is this something we should solve once and systemize, or is it a one-time decision?

New Commitments · 5 min

Each person states one commitment they are making before the next meeting. One per person, specific, and owned by name.

Commitments are not tasks. A commitment is a specific outcome: not “I’ll look into it” but “I will have a vendor quote on the table by Thursday.” The more specific the commitment, the more likely it gets done.

The person running the meeting captures every commitment and reads them back before closing. What gets said aloud in this room gets done.

FACILITATION PROMPTS

- What specific outcome will you deliver before the next meeting?
- Do you have everything you need to keep this commitment?

Close — Meeting Rating · 5 min

End every meeting the same way: each person rates it 1 to 10. If the average is below 7, spend two minutes on what would make it better next week.

This closing ritual does two things. First, it builds the habit of feedback without making it heavy. Second, it gives you real data on whether the meeting is actually working or just occupying time.

Over time, watch the trend. A consistently low score usually means one of three things: the wrong people are in the room, the issues aren’t getting resolved, or the owner is still running everything from the front of the room.

FACILITATION PROMPTS

- Rate the meeting 1 to 10.
- What would have made it a 10?
- Is there anything on the issues list that didn’t get enough time today?

The Meeting Is the Beginning, Not the Solution

This agenda gives you the rhythm. What it can’t give you is the clarity underneath it — who owns what, what the real priorities are, and whether the right people are in the right seats.

Most owner-led companies have outgrown the way they are run, and are still running on instinct. The meeting is where that becomes visible. What you do about it is a different conversation.

If you want to understand what’s actually holding your business back — from the outside in — reach out.

Thomas Rechtien

Rechtien Consult · assistant@rechtienconsult.com · www.rechtienconsult.com