Category

Commercial Excellence

Executive-Level Commercial Performance Review & Board Reporting Playbook

Reporting commercial performance to the board with the context that lets them ask the right questions

- Executive
- Intermediate
- Template Included

- Administrator
- 15 February 2022
- 3 minute(s)

Overview

A framework for executive-level commercial performance review and board reporting — presenting commercial metrics with sufficient context and trend framing for genuine board oversight, avoiding reports that present impressive-looking numbers without the context board members need to ask genuinely probing questions.

Isn't presenting strong headline commercial metrics sufficient for

board reporting? Headline metrics alone don't give the board enough context for genuine oversight — trend context, leading versus lagging indicator distinction, and honest acknowledgment of risk areas are what actually enable substantive board engagement,

rather than passive acceptance of presented numbers.

What's the most common gap in executive commercial reporting to

the board? Presenting only favorable headline metrics without the trend context or leading indicators that would reveal emerging risk, leaving the board unable to ask genuinely probing questions because they lack the underlying context.

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