



THE STRATEGY OFFSITE PLAN

The two weeks before, the two days, and the thirty days after.

Fill this in before you book a room. The agenda comes after the decisions, never before. Use it with me or with anyone: pair it with [the Decision Contract](#), which is where the three to five decisions get written down.

1. THE TWO WEEKS BEFORE

	WHEN	WHAT HAS TO BE DONE	OWNER	DONE
☐	14 days out	The Decision Contract agreed in writing: the three to five decisions, who owns each today, what it costs to leave it open, what "decided" will look like.		
☐	10 days out	One confidential conversation with every seat in the room. What do we keep re-deciding? What is the team avoiding? Where do you stand on each line?		
☐	7 days out	The agenda written from what those conversations surfaced, not from a template.		
☐	72 hours out	The evidence pack sent. Five pages, read in advance, nothing presented in the room that was not in it.		
☐	72 hours out	The room confirmed: the people who own the decisions, and nobody added for optics.		

2. THE TWO DAYS

Day one: what the business is telling us, and what we stop

8:30	The decision list, read aloud
9:00	What the business taught us. Questions only
10:15	The disagreements, first and unattributed
12:00	Lunch. No working session
1:00	Where the business is actually working
3:00	The focus decision, and the stop list
4:45	Read the log back
Evening	Dinner, no agenda

Day two: what it means, who owns it, what the company hears

8:30	What did not survive the night
9:00	The structural decisions
11:00	Decision rights: decides, says, lives with it
12:00	Lunch
1:00	The operating rhythm each decision plugs into
2:30	Owners and dates. One name, not a team
3:30	The log, read back against the list
4:15	What we tell the company on Monday

Times are a working pattern, not a rule. **What matters is the order:** disagreement early while people are fresh, the stop decision before dinner so it gets a night, and the log read back against the decision list before anyone leaves. If the log and the list do not match, the room is not done.

3. THE THIRTY DAYS AFTER

WEEK ONE

The decision log is out within two business days, and every owner has confirmed their first action in writing.

WEEK TWO

The three sentences have been said to the company, by the CEO, in the words the team wrote in the room.

WEEKS THREE AND FOUR

Each decision has appeared once in its operating rhythm. Check the first two places one started to slide back.