

OUTLIERS BUSINESS STRATEGY CENTRE™

Quarterly Strategy Report

Board / Strategy Committee quarterly report

CEO / Strategy Director / Board · Flagship Edition 2026

Publication-ready resource for the Outliers Resource Library

Quarterly Strategy Report — [Quarter / Year]

Prepared by: [Strategy Director] · Date: [date] · Classification: Board Confidential

1. Executive Summary

[Overall RAG and 3–4 key messages. Example:] Strategy on course but execution behind plan. Growth below ambition; ROIC below hurdle. One critical execution risk. Decisions sought on delivery capacity and capital re-allocation.

2. Strategy Scorecard

Perspective	Status	Commentary
Financial	Amber	Revenue & margin slightly behind
Customer	Green	Retention and NPS on track
Internal	Amber	Delivery behind on cost initiatives
Learning	Amber	Capability build behind plan

3. Strategic Initiatives

Initiative	Health	Owner	Status
[Initiative 1]	Red	[owner]	[status]
[Initiative 2]	Amber	[owner]	[status]
[Initiative 3]	Green	[owner]	[status]

4. Growth & Value

Metric	Current	Target	RAG
Revenue growth	[]	[]	Amber
ROIC	[]	[]	Red
New-market revenue	[]	[]	Amber

5. Strategic Risks

Risk	Rating	Owner	Mitigation
[Risk 1]	Critical	[owner]	[mitigation]
[Risk 2]	High	[owner]	[mitigation]

6. Decisions / Escalations Sought

- [Decision 1]
- [Decision 2]

Notes & Disclaimer

This toolkit is a professional management resource. Calibrate frameworks, scoring, KPIs and governance to your organisation, sector and strategy. Targets and thresholds are illustrative and should be set by leadership.