

Leadership *Operating Rhythm*

The pillars come to life through rhythm. A simple cadence that keeps all five alive without adding meetings — most of it fits into routines you already run.

The Leader's Operating Calendar

Rhythm	Deliver	Run	Grow	Govern	Improve
Weekly	Re-rank priorities; manage status; surface slippage	Watch key metrics; handle incidents well	One piece of timely feedback or recognition	Record any decision that must stick	Note friction as it appears
Monthly	Review the plan on a page; reset the stretch	Operational health review; toil audit	A development touchpoint per person	Review open exceptions and standards	Complete or advance one improvement
Quarterly	Close out and plan next quarter's commitments	Trend the baseline; pick a resilience investment	Development notes; recognition round-up	Stakeholder alignment; standards refresh	Run the maturity self-assessment

Keep it light: this calendar is not extra work — it is the work, made rhythmic. If a cell feels like a burden, shrink it until it is sustainable. A small habit that actually happens beats an ambitious routine that quietly dies.

The Weekly and Bi-Weekly Backbone

Frequency	Routine	Who / What
Weekly	Status update	One page from every Team Leader
Bi-weekly	1:1	Every Team Leader, held not cancelled
Monthly	Team review	Delivery, capacity, risks across the team
Quarterly	Talent review	Performance, potential, succession
Semester	Development discussion	Career direction and development plan

These are commitments in both directions. A 1:1 cancelled twice in a row is a signal, not a scheduling detail.

Your First 30 Days on a New Team

Deliver — learn the commitments in flight and how status really flows. Is there a routine, or heroics?

Run — find the recurring incidents and the toil. Where does the team's capacity actually go?

Grow — meet each person; learn their strengths and one development hope. Give one piece of genuine recognition early.

Govern — understand the standards, the live exceptions, and who the key stakeholders are.

Improve — ask what everyone wishes were better. You will hear your first improvement backlog in a day.

Diagnose before you prescribe. Spend the first month understanding all five pillars as they are, pick the single one where a small change helps most, and start there.

This is a companion resource to *Never Down: Leading Technology Operations Through Continuous Transformation* by Domenico Sannelli.