

CHAPTER 17

What now? - Velocity - Founder/Investor Dynamics and Board Management

What	Establish a Governance Operating System (Week 1–2)
Why	Outcome: Predictability, reduced noise, and a shared “single source of truth.”
Background	Anchor the entire board relationship in data, cadence, and clarity.
How	Build a standardised Board Reporting Pack using Leading Indicators, Execution Metrics, and forward-looking risk signals (referenced in the chapter: “The board must never be surprised” and “Reporting = Discipline”). Implement a monthly Governance Rhythm: Board Pack draft → CEO review → Pre-Board alignment call → Board meeting → Action log. Publish a Decision Rights Policy that explicitly separates Board = What from CEO = How, preventing operational interference.
What	Hard-Wire Strategic Alignment (Week 2–4)
Why	Outcome: Eliminates misalignment, emotional debates, and shifting expectations.
Background	Ensure every board member operates from the same strategic map.
How	Run a Strategic Alignment Reset Session with the board to align on Vision, 3–5 WIGs, capital strategy, and risk posture. Translate this into a Strategic Alignment Map that becomes the reference point for all board discussions. Require all board questions, challenges, and approvals to be framed against this map.
What	Build Investor Confidence Through Execution Discipline (Month 1–2)
Why	Outcome: Investors see a company that is scalable, predictable, and low-volatility.
Background	Shift investor perception from “risk exposure” to “operational mastery.”
How	Demonstrate Execution Rhythm integrity: Weekly Reviews, Leading Indicator dashboards, and SOP maturity (as the chapter states: “Systemize and Automate Processes”). Introduce a Board KPI for Risk Anticipation, tracking SPOFs, liquidity buffer, and scenario readiness. Present a Systemic Stability Report each quarter: SOP maturity, automation progress, and resilience architecture.



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What	Professionalize Capital Stewardship (Month 2–3)
Why	Outcome: Investors trust the CEO’s judgment and reduce pressure to intervene.
Background	Show that capital is deployed with discipline, not improvisation.
How	<p>Build a Capital Allocation Framework tied to unit economics, WIGs, and scenario planning.</p> <p>Implement a Cash Flow & Margin Protection Dashboard that is reviewed monthly with the board.</p> <p>Create a Capital Deployment Playbook: when to invest, when to pause, when to accelerate.</p>

What	Strengthen Leadership Credibility and Autonomy (Ongoing)
Why	Outcome: The board views the CEO as a strategic asset, not a risk factor.
Background	Ensure the board sees a leader who is scaling with the company.
How	<p>Introduce the Founder Fitness Score (from the chapter) and review it quarterly with a mentor—not the board—to demonstrate self-mastery and growth.</p> <p>Build a Leadership Succession & Capability Plan to show depth beyond the founder.</p> <p>Use the board for Competence Enhancement, not operational oversight—bring them strategic problems, not tactical updates.</p>

Closing Thought It creates a board that is aligned, data-driven, and strategically useful—while protecting the founder’s execution autonomy.

