

The 1-Page Board Update

A working CTO's template for reporting upward with credibility — plus the five metrics that actually matter and the vanity metrics to cut. This is one piece of the full kit; use it on your next update.

The template

HEADLINE

The single most important thing an exec should know this month.

AGAINST OUR GOALS

Goal → on track / at risk / done → one line of outcome + why.

WINS THAT MATTER TO THE BUSINESS

2–3 bullets, each as outcome + business consequence.

RISKS & WHAT I'M DOING

Each risk paired with your plan + any decision you need.

DECISIONS I NEED FROM YOU

Explicit asks, or "none this month."

METRICS APPENDIX

The 3–5 numbers below, each with trend + one-line meaning.

Filled example

Headline: Shipped SSO + audit logging — both gating our two largest enterprise deals. Reliability held at 99.95%.

Goal — move upmarket: On track. Enterprise-readiness features live; unblocks \$X pipeline.

Win: Cut p95 API latency 34% (425ms → 280ms) — the product now feels fast enough for enterprise buyers.

Risk: Data pipeline won't scale past ~3x without reinvestment. Plan: re-architecture, 3x in staging by end of Q3. Decision needed: approve \$X infra spend.

Decision: Sign off on the Q3 infra budget above.

The 5 metrics that matter (and what to kill)

REPORT THESE	WHY IT LANDS
Delivery vs. commitment (trend)	Shows the org does what it says
Reliability / SLO / incident count	Risk in the language execs feel
Cycle time (idea → prod)	How fast the business can move
Cost signal (infra trend / cost-per-unit)	Ties engineering to margin
One live risk metric (security / debt / key-person)	Surfaces the thing that could bite

DO present each as:

- number → trend → what it means → what you're doing.

KILL these vanity metrics:

- Lines of code, commits, story points, velocity
- Raw deploy counts with no outcome attached

This is one page of the full kit.

The complete Board & Exec Reporting Kit adds the quarterly board template, a filled board-grade example, the eng → business translation guide, a scorecard/quarterly-priorities reporting layer, and editable Docs + Sheets. [Get early access at ctofieldkit.com](https://ctofieldkit.com) →