

The weekly scoreboard

1 Thirteen weeks, seven numbers and cash

Fill it in the day before the review. Read direction, not level: mark ↑ or ↓ against last week. The cash line is this week’s balance, then your forecast for the weeks ahead; if it drops below zero, that is this week’s problem.

Number	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13
Profit per trip													
Profit per mile													
Monthly margin													
On-time performance													
Deadhead %													
Days to payment													
Driver turnover													
Cash in the bank													
Trips per week, by payer													

2 Review log

One number per week. A review that leaves no row here was a status meeting.

Date	Number discussed	Next step	Owner	Done by

Definitions & assembly

3 Write the definitions once

Settle these before the first review. When a number moves you want to argue about the business, not the formula.

Number	Your formula	Where it comes from	Who produces it
Profit per trip	revenue – direct cost, per completed trip		
Profit per mile	profit ÷ miles <i>driven</i> , not billed		
Monthly margin	everything in, read across months		
On-time performance	the window your contracts hold you to		
Deadhead %	empty miles ÷ total miles, yard run included		
Days to payment	trip completed → cash, not claim → cash		
Driver turnover	rolling 12mo separations ÷ avg headcount		
Cash line	balance + expected collections by payer – payroll, fuel, insurance, loans, owner pay		

4 Assembly audit

Time each one, once. The slowest number is what will eventually kill the review, so it gets the attention.

Number	Minutes to produce	Typed by hand from	Could come from
Profit per trip			
Profit per mile			
Monthly margin			
On-time performance			
Deadhead %			
Days to payment			
Driver turnover			

5 The standing slot

Book it once, same day and time every week. Moving the day is how a weekly review becomes an occasional one.

Day and time		Who is in the room	
Who assembles the sheet		Score this component (1–10)	