

WEST CLINICAL LEADERSHIP

90-Day Leadership Planner

ONE PRIORITY. A REALISTIC WEEK. A USEFUL REVIEW.

Set priorities.
Follow through.
Review what changed.

Undated and reusable | 13 weekly planning and review spreads

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A practical planning and reflection journal for surgical services leaders. Start at any point in your role. Keep the work focused, the commitments clear and the review honest.

One reusable PDF for individual professional use. Read the worked example on pages 4-6, set your priority on pages 8-10 and plan your first week on page 11. Examples are fictional.

WORKED EXAMPLE | SAME FICTIONAL MANAGER

A weekly plan that fits reality.

One useful result

By Friday, give the team an accurate update on two previously raised topics. Name what is resolved, what is awaiting a decision and the next review date.

Preparation and time

Reserve a short block before Wednesday huddle. Ask the director for the current position on one pending request. Ask the charge team whether the assignment explanation needs clarification.

Shared work

The coordinator agrees to check the existing communication process and report the gap by Tuesday. Confirm that the request fits their assigned responsibilities and available time.

What moves

With the appropriate agreement, postpone a cosmetic update to an internal resource. Required monitoring and safety work continue.

If the answer is late

Do not stay silent until there is a final answer. Tell the team the request is still pending, explain what can be shared and give a realistic next update date.

What will count as progress

The update reaches the intended staff and accurately separates the known answer from the unresolved question. The manager checks whether the team understood the next step.

The example is intentionally modest. Credibility comes from a clear commitment and honest follow-through, not from promising a department-wide result in one week.

ONE USEFUL RESULT

Week 01 | Plan

Start small enough to act. What is one useful result you can prepare with the time and authority you have?

Week beginning and planned review date

One useful result for this week

My next actions and preparation time

Keep routine appointments in your usual calendar.

Agreed help: action, responsible role, support and update date

What moves, or what changes if support is unavailable?

WHAT ACTUALLY HAPPENED

Week 01 | Review

Review date and what was completed**What changed, and what evidence do I have?**

Separate completing an action from improving the situation.

What remains open? Who needs an update?**What did I learn from the team or the people affected?****Next week: keep, change or stop? One next action**