

FOLLOW-UP AND REVIEW

The review cadence is what keeps the installation from quietly dissolving: weekly for the first month, then monthly, forever. This file holds the 15-minute agenda, the fire count tracker, the monthly questions, and the relight protocol for when a fire comes back. The discipline that makes all of it work: counts arrive in writing before the meeting, and no problem-solving happens in the room — the review identifies, and fixes become tasks with owners and dates.

THE WEEKLY FIRE REVIEW — 15 MINUTES

Who attends: you and every fire owner. Hard stop at 15. Same four questions every week:

- How many fires reached the founder this week, and which ones?
- What wobbled, and which handoff layer was missing — the What, When, Why, How, Standard, Judgment, or Voice?
- Which boundary or escalation rule needs adjusting — in writing, today?
- What does each owner need before next week?

Timing that keeps it honest: three minutes on the counts, five on the wobbles and their layers, four on adjustments, three on needs. The first time a review balloons into a working session, it becomes a meeting people dread — and dreaded meetings get skipped, and skipped reviews are how installations rot politely.

THE FIRE COUNT TRACKER

One row per week. The number that matters is fires that reached the founder — not fires that happened. Fires happening is business as usual; your team handling them without you is the point.

WEEK	FIRES THAT REACHED ME	WHICH FIRE	OWNER ACTION TAKEN
1	_____	_____	_____
2	_____	_____	_____

WEEK	FIRES THAT REACHED ME	WHICH FIRE	OWNER ACTION TAKEN
3	_____	_____	_____
4	_____	_____	_____

TEMPLATE

Example row: Week 2 · 5 · Approvals x2, rework x3 · Standard examples added to the delivery package; one boundary raised in writing

Two secondary signals worth a glance while you're counting. Time-to-resolution: fires should be getting handled faster now that they don't queue behind your calendar — say that number out loud to the team, because it reframes the change as a speed upgrade. Escalation quality: of what did reach you, how many were correct calls versus habit? Correct escalations trending toward all of a small number is the graduation certificate.

OUR BASELINE — FIRES THAT REACHED ME IN THE WEEK BEFORE INSTALLATION:

GOING MONTHLY

After four weekly reviews with counts trending down, drop to monthly. Same four questions, plus these:

- Are the owners changing their own processes and proposing boundary adjustments — or waiting to be told? Proposing is the single best sign the installation took.
- Which thresholds were never approached this month? Raise them.
- Which escalation signals never fired? Decide together: insurance worth keeping, or founder anxiety in table form.
- Did I take anything back this month, in any of the four disguises — rescue, shadow, hedge, drift? Check the exceptions log before answering.
- Where did the reclaimed hours actually go? If the honest answer is "hovering," revisit the reclaimed-hours plan.

MONTHLY REVIEW DAY (SAME WEEK EACH MONTH, CALENDARED A YEAR OUT):

THE RELIGHT PROTOCOL

A fire is relighting when the reaching-me count climbs for two straight weeks, or an old pattern reappears — the DMs, the approvals queue, the client texting your cell. Don't start over and don't panic. Diagnose which of the five installation pieces failed, and re-run only that chapter:

- Did ownership actually transfer, or did I keep intercepting? Re-run Chapter 1.
- Are the boundaries written and published, or still verbal? Re-run Chapter 2.
- Did the escalation rules get published, or just discussed? Re-run Chapter 3.
- Was the change communicated, or mentioned in passing? Re-run Chapter 4.
- Did I take something back? Re-read the pledge, own it out loud at the next review, and hand it back.

It's nearly always one piece, not five. Tell the team plainly that you're tightening that piece, and return the review cadence to weekly until the count drops again.

RELIGHT WATCH — THE ONE FIRE MOST LIKELY TO COME BACK IN OUR BUSINESS, AND ITS EARLIEST TELL: _____

THE QUARTERLY LOOK

Once a quarter, zoom out for twenty minutes, alone or with your ops lead:

- Compare this quarter's average weekly count to install month. The trend is the proof.
- Re-read the founder short list. Has anything earned its way off? Has anything snuck on?
- Check the roster for departed people, changed roles, and owners carrying three or more fires.
- Ask the real question: what's the next fire? New growth builds new wiring, and the same install pattern — owner, boundaries, escalation, communication, hold — works on whatever it finds. That's what the playbook template is for.

NEXT QUARTERLY LOOK, DATE: _____

REVIEW STATUS

FIELD	ENTRY
Weekly reviews started	
Switched to monthly	
Last quarterly look	

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