SAMPLE REPORT · FICTIONAL ORGANISATION AND DATA

Warehouse System and Network Upgrade: Executive Leadership Briefing

Project close-out review · Lantern Bay Logistics Pty Ltd · Cycle 2 · issued 24 July 2026

7 of 8	7	6 of 7	7
Contributors submitted	Improvement themes	Most widely shared theme	Priority actions

Confidentiality. This report was produced from anonymous contributor submissions. The facilitator and account holder did not see any individual response, only the themes below. No names or identifying roles appear anywhere in this report, evidence is grouped by theme and never by person, and every quotation is labelled “Anonymised submission excerpt” and edited where needed to protect identity while preserving meaning. The report was drafted with AI assistance and released after review by the account holder.

Where things stand

Contributors value the depot super-user network and the quality of testing before go-live. Six of seven say the project ran without a clear charter, stage gates or consistent status reporting, and five say scope and supplier decisions were made informally and later reopened. Five say the same lessons had been learned on the previous depot upgrade and not reused, and five describe experienced people as stretched. On Cycle 1, only the backup power funding has moved. The continuity exercise, the shared review method and the deputy arrangements have not started because project work took priority. Several themes now appear in both cycles, which suggests the issues are structural rather than one-off.

Main themes

Theme	Raised by	Type
No consistent project governance	6 of 7	Execution
Cycle 1 actions have largely stalled	6 of 7	Risk and learning
Scope and supplier decisions were made informally	5 of 7	Decisions
Lessons from the previous upgrade were not reused	5 of 7	Learning
Experienced people are stretched	5 of 7	People
The project was not clearly tied to objectives	4 of 7	Strategy
Issues raised at close-out have no one to close them	4 of 7	Governance

What to keep doing. Depot super-users made the go-live work; thorough pre-go-live testing; visible executive presence at cutover.

Priority actions

#	Recommendation	Suggested owner	Suggested timing
1	Adopt stage-gate governance, a standard charter and mandatory status reporting for network and systems projects	Operations executive	By 31 August 2026
2	Introduce a decision register and refresh the delegation of authority matrix	Finance executive	By 31 August 2026
3	Cascade strategic objectives into depot-level scorecards	Chief executive	By 30 September 2026
4	Complete succession plans for critical roles and agree cover for stretched teams	People and culture lead	By 30 September 2026

#	Recommendation	Suggested owner	Suggested timing
5	Delegate explicit authority to close issues to named issue owners	Chief executive	By 30 September 2026
6	Run a continuity exercise and introduce one corrective-action register, as agreed in Cycle 1	Risk and compliance lead, and Operations executive	Dates to be reset
7	Consider a structured capability assessment of the seven domains, such as Calibrate, to set a baseline and prioritise these themes	Chief executive	Decision by 7 August 2026

Next cycle. Carry the seven priorities, including those from Cycle 1 that have not started, into the next cycle.

Both editions are drafted from the same analysis. The Team Report carries the full evidence appendix.