HARBOR TOOLS

LEADERSHIP MEETING · MINUTES IN BRIEF

# Four decisions from the 10 November meeting

A summary for the managers who could not attend: what was reviewed, what was agreed, and who owns the follow-up.

| DATE | TIME | PLACE |
| --- | --- | --- |
| Tue 10 Nov 2026 | 2:00 – 4:00 pm | Head office, main conference room |

IN THE ROOM

## 11 attendees

| | |
| --- | --- |
| Chief executive | 1 |
| Executives | 4 |
| Department heads | 6 |

AGENDA ITEMS DECIDED

## 4 of 4

Next leadership meeting
**8 December 2026, 2:00 pm**

WHAT THE MEETING COVERED

# Two hours, four items, three actions already assigned.

01 **First-half review**
Revenue landed at $5.58M against a $6.0M target — 93%.

02 **New plant start-up**
January moves to February; capacity still rises 1.3×.

03 **Price increase from April**
Main products up 6% on average; materials cost 12% more.

04 **Remote work doubles**
One day a week becomes two, on trial from December.

05 **Action items and owners**
Three deliverables between 20 November and 10 December.

06 **The four decisions, restated**
What is now settled, and when we meet next.

# First-half revenue reached 93% of target — and the second-half target does not move.

REVENUE, FIRST HALF

**$5.58M**

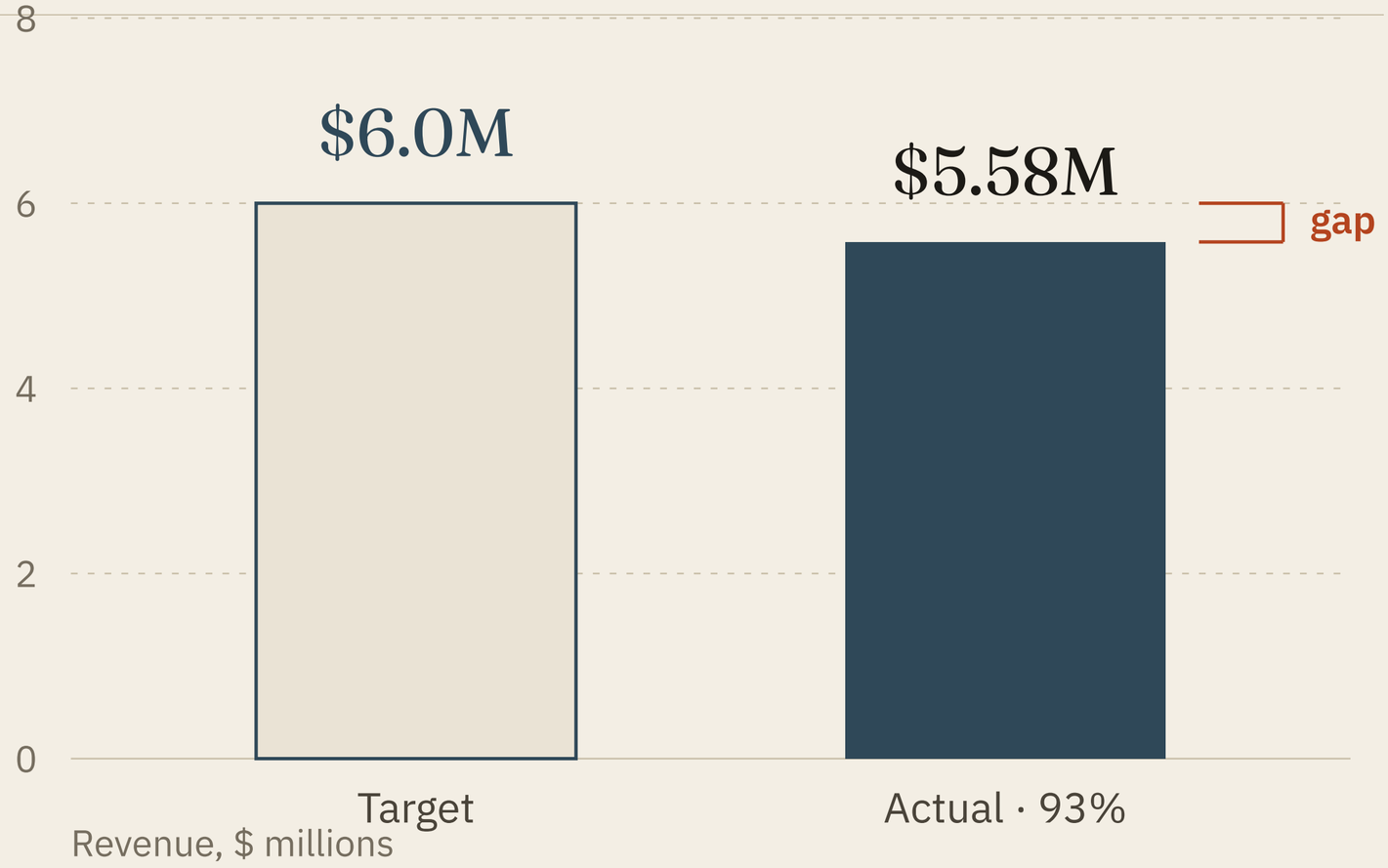
against a target of $6.0M

SHORTFALL TO TARGET

**$0.42M** 7% of the half-year target

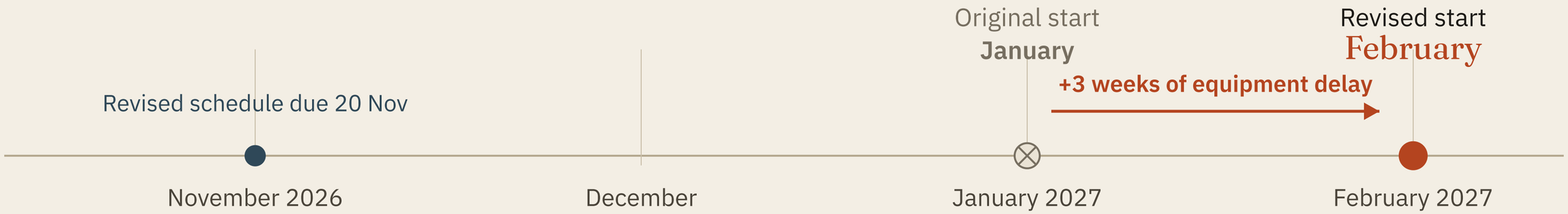
DECISION

The second-half target stays the same. The gap is not rolled forward and the number is not rebased.




93% achievement on the half. Figures as reported to the leadership meeting on 10 November 2026.

# Equipment arrived three weeks late, so the plant starts in February instead of January.




CAUSE

## 3 weeks

Equipment arrived late. That delay, and nothing else, moved the date.

EFFECT ON THE DATE

## Jan → Feb

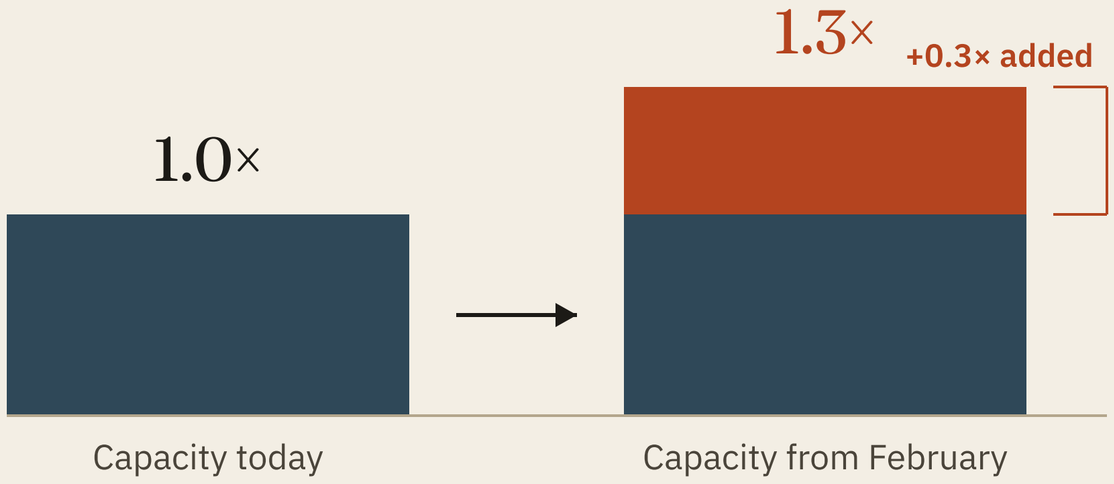
Start-up shifts by one month. Manufacturing reissues the schedule.

UNCHANGED

## 1.3×

Capacity once the plant is running. The delay costs time, not output.

# Once running, the plant lifts capacity to 1.3 times today's level.




The uplift is a multiple of current capacity, not an addition to the half-year revenue figure. Treat it as headroom for demand, available from February 2027.

- The 1.3× figure is unchanged from the original plan presented to leadership.
- The one-month slip affects when the headroom arrives, not how much of it there is.
- Revised dates for every downstream milestone come with the 20 November schedule.

# Materials cost 12% more, so main products rise 6% on average from April.

CAUSE

+12%

Materials cost more than last year.

DECISION

+6%

Average rise on main products, effective April.

COMMUNICATION

January

Sales tells customers during the month.

**1 DEC 10**

Head of sales issues the price-increase letter to customers.

**2 JANUARY**

Sales speaks to customers directly, account by account.

**3 APRIL**

New prices take effect on main products.

**— NOTE**

6% is an average across main products, not a flat uplift on every line.

# Remote work doubles to two days a week, on trial from December and reviewed in March.

UNTIL NOW · 1 DAY A WEEK

| Mon | Tue | Wed | Thu | Remote |
|---|---|---|---|---|

One more remote day per week

FROM DECEMBER · 2 DAYS A WEEK

| Mon | Tue | Wed | Remote | Remote |
|---|---|---|---|---|

Days shown for illustration; the policy sets the number of days, not which days.

TRIAL BEGINS

## December

Two days a week runs as a trial, not yet as settled policy.

POLICY DOCUMENT

## Nov 30

The head of HR publishes the updated remote-work policy.

REVIEW POINT

## March

Leadership reviews the trial and decides whether it continues.

FOLLOW-UP

# Three actions are owned and dated — the first falls due on 20 November.

| # | ACTION | OWNER | DUE | ITEM |
|---|---|---|---|---|
| 01 | Issue the revised new-plant schedule | Head of manufacturing | **Nov 20** | Item 02 |
| 02 | Publish the updated remote-work policy | Head of HR | **Nov 30** | Item 04 |
| 03 | Send the price-increase letter to customers | Head of sales | **Dec 10** | Item 03 |



THE RECORD

# Four decisions stand from 10 November. The next meeting is 8 December.

01 **The second-half revenue target stays at its original level.**
First half closed at $5.58M against $6.0M — 93%.

02 **The new plant starts in February, not January.**
Equipment came 3 weeks late; capacity still rises 1.3×.

03 **Main products rise 6% on average from April.**
Materials cost 12% more than last year; sales informs customers in January.

04 **Remote work moves from one day a week to two.**
Trial from December, review in March.

NEXT LEADERSHIP MEETING

## 8 Dec

2026, 2:00 pm · head office, main conference room

Bring the status of any action item you own, and questions from your team on the price increase and the remote-work trial.

QUESTIONS BEFORE THEN

Raise them with the owner named on the action list, or with your executive sponsor.