

CHECKLIST FOR THE CFO

CFOs can print out and use this checklist to ensure that their operating reviews are as successful as possible.

- Our executive team has developed our aspirations (mission, vision, values) and strategic goals, and is now ready to rigorously execute on them while iterating on those goals over time.
- We understand that the main function of quarterly operating reviews is to help identify goals and opportunities for each operating unit.
- We are committed to holding the meetings on a quarterly basis and reviewing pre-meeting materials as submitted by each unit head.
- The CEO and I have worked with each operating unit to develop KPIs. Each unit head understands the expectations regarding pre-meeting preparation, materials to be covered in the actual meeting, and receptiveness to input and new ideas during the meeting.
- We have crafted our meeting architecture so that it matches where we are in terms of size and maturity, and we understand that as we grow in sophistication, the meetings will become more sophisticated as well.
- I am working with all unit heads to ensure that they have the budgets they need to meet their goals, and that they understand those budgets.
- I have educated all unit heads about their unit's economic model and long-term financial and operational goals, how their unit fits into the company's overall economic model, and how their unit is measured.
- I am providing objective financial and operating metrics to the unit.
- I have ensured that the appropriate financial and operational control systems are in place.
- I will make certain that goals that are identified for future quarters will be aligned with our long-term goals.
- I see the value of quarterly operating reviews and am committed to working diligently to make them more valuable over time.