ROMAN

LEADERSHIP CHECKLIST

10 Warning Signs Your Finance Function Needs Attention

Use this quick review to identify where unreliable information, delayed processes, or unclear ownership may be putting the organization at risk.

01 **Reconciliations are behind**
Bank, credit card, payroll, or balance-sheet accounts have not been reconciled recently.

02 **The balance sheet is not trusted**
Leaders rely on the income statement while avoiding unexplained balances and old activity.

03 **The close depends on one person**
Deadlines, files, and review steps live in someone's memory instead of a repeatable process.

04 **Reports arrive too late**
Management receives financial information after the window for useful decisions has passed.

05 **Cash surprises keep happening**
Cash needs, payments, or restricted balances repeatedly catch leadership off guard.

06 **The chart of accounts has outgrown the organization**
Accounts, classes, departments, or programs no longer support meaningful reporting.

07 **Grants or restrictions are difficult to explain**
Funding requirements, allocations, and remaining balances require manual reconstruction.

08 **Audit support is scattered**
Schedules, approvals, reconciliations, and source documents are stored inconsistently.

09 **Spreadsheet workarounds are multiplying**
Critical reporting depends on fragile files, repeated manual steps, or undocumented formulas.

10 **Finance turnover creates immediate disruption**
A departure causes the close, reporting, or key control activities to stall.

Three or more warning signs? Start with a focused financial health check.

Identify the urgent risks, define the cleanest first phase, and leave with clear next steps.

DIAGNOSTIC GUIDE

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