



MONTHLY FINANCIAL MEETING AGENDA

Date: ____/____/____

Location: _____

1. Check In (5 minutes)

2. Review Plan vs. Actual (Company)

3. Review Plan vs. Actual (Profit Centers)

4. Scorecard Review

5. Look Forward

6. Issues List

7. Communication

8. Get back to Work!

INSTRUCTIONS FOR THE AGENDA

1. **Check In** - Take no more than 5 minutes for everyone to share a personal or business highlight since your last meeting. This helps get everyone on the same team before you start your discussions.
2. **Review Plan vs. Actual (Company)** - Use whatever financial management tool you use for forecasting and planning to review your Plan vs. Actual. You are only looking at the company rollup level at this time. If you see anything that needs to be discussed, do not talk about it now, drop it down to the Issues List for later prioritization and resolution (see Issues List below). We use PlanGuru for our financial management tool, but you can use something as simple as Excel. We recommend reviewing the Income Statement, Balance Sheet, KPI's, and Cashflow Statement.
3. **Review Plan vs. Actual (Profit Centers)** - Use your financial management tool to review your Plan vs. Actual for your Profit Centers. If you see anything that needs to be discussed, do not talk about it now, drop it down to the Issues List. We recommend reviewing the Income Statement, KPI's, and Cashflow Statement for each Profit Center.
4. **Score Card Review** - Here we review our Score Card for progress on Key Initiatives. Each Key Initiative has a person responsible and a budget of time and capital. Key Initiatives are crucial to building a business's Value, or sustainability of profits, therefore they should be reviewed each month as part of the Monthly Finance Meeting. Again, any issues that come out of the review should be dropped down to the Issues List.
5. **Look Forward** - Here we want to look forward and determine if there is anything in the short or medium-term that may have an impact on our financial plan. Some of the areas we look at are: sales pipeline, monthly revenue capacity, seasonality's (starting or ending), industry changes, or unforeseen occurrences. Issues are dropped to the Issues List.
6. **Issues List** - Finally comes the time for discussion and solving of problems! With your list of issues, rank the top three most important issues and discuss and solve these first. Solving may mean a "To Do" or project for someone in the leadership team to complete. If time permits, you can rank another top three issues for discussion and solving. This will keep your use of time focused on only the most important issues.
7. **Communication** - Lastly, decide as a team to whom and how any communication will be disseminated through your organization around any issues, solutions, or new information.
8. **Adjourn** - In other words, GET BACK TO WORK!