

CHAPTER 23

What now? - Financials - Systems, Controls, and Leadership Capacity

What	Install a Real-Time Financial Data Pipeline
Why	This step eliminates the dangerous lag between operational events and leadership awareness.
Background	The organisation cannot scale if leaders are flying blind. This step replaces “monthly autopsies” with continuous visibility.
How	<p>Deploy real-time dashboards showing cash position, burn rate, pipeline value, production efficiency, and margin signals.</p> <p>Implement a weekly Financial Pulse meeting (30 minutes) reviewing leading indicators, not lagging reports.</p> <p>Integrate operational systems (CRM, ERP, project tools) so financial data flows automatically without manual consolidation.</p> <p>Require every department to review their financial indicators weekly.</p>
What	Standardise the 14-Point Financial Pack Across All Departments
Why	This step distributes financial leadership capacity across the organisation.
Background	Financial intelligence must be a shared language, not a finance-only artifact.
How	<p>Roll out the 14-Point Pack to every department head with clear definitions and interpretation guidelines.</p> <p>Train leaders to connect their daily execution to financial outcomes (e.g., WIP → Cash Conversion Cycle, waste → margin erosion).</p> <p>Use the pack in Weekly Reviews and Monthly Game Film sessions to align decisions across functions.</p> <p>Require leaders to explain variances in their own numbers—not finance.</p>
What	Automate Financial Administration to Free Finance for Strategic Work
Why	This step transforms finance from a reporting function into a strategic engine.
Background	Manual data entry destroys accuracy, slows decision-making, and traps finance in low-value work.
How	<p>Audit all financial workflows to identify manual steps, spreadsheet dependencies, and reconciliation bottlenecks.</p> <p>Automate invoicing, collections reminders, expense approvals, and data consolidation.</p> <p>Implement system-driven alerts for margin dips, budget variances, and cash-flow risks.</p> <p>Reallocate finance team time toward forecasting, scenario modelling, and strategic analysis.</p>



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What	Decentralize Budget Ownership With Clear Controls and Accountability
Why	This step removes the CEO bottleneck and accelerates decision-making.
Background	Controls are the guardrails that enable speed. This step empowers managers while protecting financial integrity.
How	<p>Implement an Authorization Matrix defining who can spend what, on what, and under which conditions.</p> <p>Assign each department a budget owner with full accountability for spend, variance, and corrective action.</p> <p>Introduce a Correction Protocol: any variance triggers an immediate plan to get back on track.</p> <p>Run quarterly audit cycles to ensure controls remain intact as the organisation scales.</p>

What	Build a Culture of Dashboard-Driven Transparency and Ownership
Why	This step embeds financial literacy and ownership into the organisation's DNA.
Background	Transparency is the foundation of high-velocity leadership. When people see the scoreboard, they play to win.
How	<p>Make real-time dashboards visible to all teams—not just leadership.</p> <p>Require teams to reference dashboards in Daily Huddles and Weekly Reviews.</p> <p>Celebrate teams that improve financial indicators through operational excellence.</p> <p>Use dashboards to reinforce accountability, not punishment—focus on causes and corrections.</p>

Closing Thought	Create a living system of visibility, control, and distributed leadership capacity, ensuring the organisation can scale at speed without losing grip on financial reality.
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