

DIAGNOSTIC · 10 MINUTES

The CFO Readiness Scorecard

A 25-question diagnostic for founders and CEOs of growing Australian businesses. Score your finance function across five dimensions and surface — with brutal honesty — where a senior operator would add the most value in the next 90 days.

HOW TO USE THIS TOOL

Print this PDF. Score each statement from **0 (not true)** to **4 (entirely true)**. Tally each section, then total at the end. Be honest — the scorecard is for you, not your board. Most founders score themselves 30% lower on a second pass once they look at the numbers.

01 · Reporting & Visibility

#	Statement	Score (0–4)
1	We close the books within 10 business days of month-end, every month.	
2	Our monthly board pack tells a story — not just a P&L dump.	
3	Leadership can see real-time cash, runway and key KPIs without asking finance.	
4	We trust our numbers enough to make pricing or hiring decisions on them.	
5	Variance to budget is explained the same week it happens, not the next quarter.	
	Section subtotal (out of 20)	

02 · Forecasting & Cash

#	Statement	Score (0–4)
1	We maintain a rolling 13-week cashflow that matches the bank within 5%.	
2	We have a 12-month P&L and cash forecast updated monthly.	
3	We model at least three scenarios (base, downside, stretch) for the year ahead.	
4	We know — to the dollar — our runway under our current burn.	
5	Our forecast survived contact with the last quarter's actuals.	
Section subtotal (out of 20)		

03 · Capital & Funding

#	Statement	Score (0–4)
1	Our cap table is clean, current, and ready to share with an investor today.	
2	We have a data room that could be opened to a buyer within 48 hours.	
3	We understand our cost of capital and unit economics by channel.	
4	We have warm relationships with at least three sources of growth capital.	
5	We have not been surprised by a tax or compliance bill in the last 12 months.	
Section subtotal (out of 20)		

04 · Systems & Controls

#	Statement	Score (0–4)
1	Our chart of accounts reflects how we run the business, not just how we file BAS.	
2	Bank, payroll and AP are reconciled at least weekly.	
3	Approvals, delegations and segregation of duties are documented and followed.	
4	Our finance stack (GL, payroll, AP, expenses, BI) talks to itself — no copy-paste.	
5	We could pass a Big Four audit on 30 days' notice without panic.	
Section subtotal (out of 20)		

05 · Team & Leadership

#	Statement	Score (0–4)
1	Our most senior finance hire has owned a P&L at our scale or larger.	
2	Finance is in the room for every major commercial decision.	
3	Month-end does not depend on one person being available.	
4	Our finance team spends more time on judgement than on data entry.	
5	If our finance lead resigned tomorrow, we know exactly what to do.	
Section subtotal (out of 20)		

YOUR TOTAL

Add the five subtotals. Out of a possible 100.

Section 1	Section 2	Section 3	Section 4	Section 5	Total

HOW TO READ YOUR SCORE

Score	Band	What it means
80–100	Exceptional	You have a CFO-grade finance function. Use ReShaip for surge work — fundraising, M&A, or systems migration.
60–79	Solid, with gaps	Your foundations are sound but one or two dimensions are quietly costing you. A fractional CFO can close the gap in 90 days.
40–59	At risk	You are running on instinct in at least two dimensions. The next capital event, hire, or downturn will hurt. Engage senior finance now.
0–39	Critical gaps	Stop reading and book a call. You lack reliable visibility on cash, capital, or controls — and the cost compounds weekly.

Want a second opinion? Send your completed scorecard to hello@reshaip.com and we will send back a written read of your three highest-leverage moves for the next 90 days. No charge, no pitch.