Five Questions Every CFO Governing a Large Program Should Be Able to Answer — Right Now, Without Calling a Meeting.

> *These questions don't come from a framework. They come from sitting in the steering committees where nobody asked them — and watching what happened next.*

If you can answer all five cleanly, without calling a meeting, you don't need us.

If you can't — that's the conversation worth having.

1. Can you trace every dollar currently in delivery back to what the board approved — or are you funding scope that was never in the business case?

2. What is the cumulative value of every change request approved since funding — and does anyone in the room have that number?

3. Is this program still solving the problem that justified the investment — or the problem that felt more urgent six months ago?

4. If this program walked into your investment committee today at its current scope and cost — would you fund it?

5. When did you last govern the business case — not the plan?

PLATEAU STRATEGY
Capital Efficacy Series
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Four continents. Multiple capital cycles. I've watched brilliant CFOs get blindsided — by vendors selling certainty, by organizations caught in politics, by leaders advancing careers ahead of the balance sheet.

We work alongside CFOs so they walk into every room ready for the conversation that defines whether they keep the seat.

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