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?