First 30 Days Finance Diagnostic

How I would enter a messy finance function without pretending month one is about perfection.

Context: this is the way I would get oriented before touching the model, the close, or the dashboards.

Why I Wrote This

- The first month is usually not a cleanup project. It is a truth-finding project.
- I want to know what numbers the company is using to make decisions, which ones are real, and which ones are folklore.

What I Check First

- Cash by account/entity/currency, payroll calendar, AP pressure, AR/collections, tax deadlines, credit cards, deferred revenue, vendor commitments, and anything that can surprise leadership in the next 30-60 days.
- Who owns each source system and who leadership already trusts when numbers conflict.
- Whether the model ties to bank reality, close reality, and the decisions being made in the room.

Where I Usually Find The Mess

- Old cleanup blocking the current close.
- Revenue assumptions that look fine in a model but are weak on collections, churn, activation, inventory, or usage cost.
- Dashboards that look polished but do not tie back to accounting or cash.

What I Would Deliver

- A blunt 30-day risk memo: what is reliable, what is not, what can break, and what I would fix first.
- A cash/runway model with actuals separated from assumptions.
- A close calendar, owner list, decision pack, and cleanup backlog that leadership can actually use.

What I Can Walk Through Live

- Ask me to walk from a bank balance to runway to hiring decisions.
- Ask me what I would ignore in month one. That answer matters as much as what I would fix.

Public version: methodology and judgment only. I can walk through examples live; raw company files stay private.