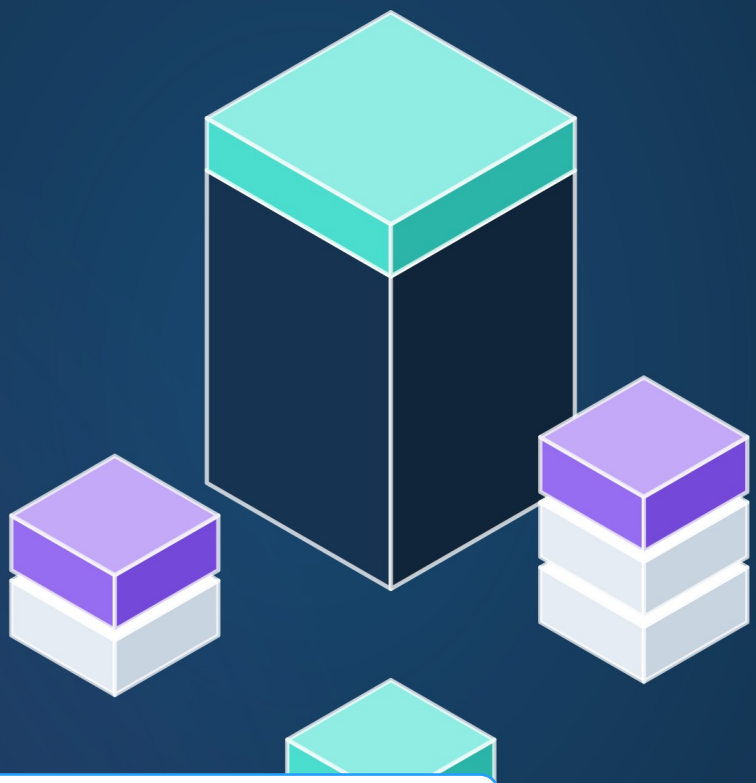
OPERATIONS INSIDER

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THE MANAGER'S CAPITAL DECISIONS CHECKLIST

Twenty checks for decisions that create value, not only profit.



REVENUE AND PROFIT CAN GROW WHILE VALUE SHRINKS.

START HERE

How to Use This Checklist

20 statements in four blocks. Score what you can show today, not what you intend.

01 READ	02 SCORE	03 ACT
Read each statement once and think of a concrete example from the last month.	Score from 0 to 4. Without an example, the score is 2 or lower.	Pick the weakest block and decide one action with an owner and a date.

The Scoring Scale

POINTS	MEANING
0	Not in place.
1	Happens occasionally, depends on individuals.
2	Partly in place, not consistent.
3	Mostly in place and visible in daily work.
4	Consistently in place, visible and reviewed.

WHY EVIDENCE BEATS FEELING

A score you can back with an example is a score you can improve. A score based on intention only hides the gap.

THE CHECK

01 Value, Cash and Funding

Parts 1 to 6 of the Corporate Finance series

NO.	CHECK	SCORE 0 TO 4
01	We distinguish profit, EBITDA and free cash flow.	
02	Working capital is managed as committed cash.	
03	Funding instruments fit the business they finance.	
04	The cost of debt includes covenants and flexibility.	
05	The cost of equity is estimated, not assumed.	

02 Capital and Investment

Parts 7 to 12 of the Corporate Finance series

NO.	CHECK	SCORE 0 TO 4
06	WACC matches the cash flows and the risk.	
07	Leverage is chosen with room for error.	
08	Investment cases use incremental after-tax cash flows.	
09	NPV is the primary value measure.	
10	IRR and payback support, not replace, the value decision.	

THE CHECK

03 Risk and Valuation

Parts 13 to 18 of the Corporate Finance series

NO.	CHECK	SCORE 0 TO 4
11	Risk analysis challenges the business case.	
12	Staged investment preserves options.	
13	Funding exposure to interest rates is understood.	
14	Valuations tell a coherent business story.	
15	Multiples are used only with comparable economics.	

04 Treasury and Governance

Parts 19 to 24 of the Corporate Finance series

NO.	CHECK	SCORE 0 TO 4
16	Liquidity is managed by timing of obligations.	
17	Hedging protects real business exposure.	
18	Reinvestment, acquisitions and payouts compete openly for capital.	
19	Finance governance makes commitments reviewable.	
20	AI and transition investments have a credible cash mechanism.	

YOUR RESULT

Your Result

Add up the points per block. Four points per statement are possible.

BLOCK	POINTS	OUT OF
01 Value, Cash and Funding		20
02 Capital and Investment		20
03 Risk and Valuation		20
04 Treasury and Governance		20

Your Three Priorities

NO.	WHAT TO IMPROVE	FIRST ACTION	OWNER	DUE

What to Do Next

NEXT STEP	WHAT YOU GET
CORPORATE FINANCE STARTER KIT	The toolkit with worksheets, reflection pages and action plans for every block, plus the self-assessment workbook in Excel.
CORPORATE FINANCE EXCELLENCE BUNDLE	Everything in the Starter Kit plus all 24 parts as one guide and a ready-to-use workshop deck.

Both are available at operationsinsider.com.