

# Small Public Company CEOs & Finance Leaders: Do You Need a Full-Time CFO Yet?

How to know if your company needs stronger financial leadership without hiring too early.

## How to Use This Scorecard

This takes 5 minutes. Read each statement and answer honestly:  
YES = This is happening in our business  
NO = This is not an issue  
NOT SURE = That's a signal

If you hesitate, count it as a YES.

If you check 3 or more, your current finance structure may not be keeping up with your growth.

### CFO Readiness Scorecard

**1. Your controller is handling both day-to-day accounting and higher-level reporting decisions.**

They're operating beyond their intended role.

Yes  No  Not Sure

**2. Financial reporting feels reactive instead of structured.**

Deadlines drive behavior instead of a consistent process.

Yes  No  Not Sure

**3. You don't have clear visibility into your numbers until after the fact.**

Decisions are made without real-time confidence.

Yes  No  Not Sure

**4. Your reporting process struggles to keep up with growth.**

What worked at a smaller size is starting to break.

Yes  No  Not Sure

**5. You rely heavily on one person for financial accuracy and deadlines.**

There's no redundancy or scalability.

Yes  No  Not Sure

**6. Board or investor questions are getting harder to answer quickly.**

The expectations are increasing.

Yes  No  Not Sure

**7. You're preparing for a capital raise, acquisition, or major transition.**

The stakes around reporting are rising.

Yes  No  Not Sure

**8. Your close process feels inconsistent from period to period.**

There's no repeatable rhythm.

Yes  No  Not Sure

**9. Your team is working harder, but not necessarily getting ahead.**

Effort is increasing, but structure isn't.

Yes  No  Not Sure

**10. You've considered hiring a CFO—but aren't sure it's the right move yet.**

You feel the gap, but the timing is unclear.

Yes  No  Not Sure

## Scoring Your Risk

**0-2 YES** → Your current structure is likely still working. Stay disciplined.

**3-5 YES** → You're entering a transition stage. Gaps will start to show.

**6+ YES** → You've likely outgrown your current setup. The risk is increasing.

### Why This Matters

Hiring a full-time CFO too early is expensive. Waiting too long is worse. At the wrong stage, companies either:

Overhire — and carry unnecessary overhead  
or  
Underbuild — and create reporting risk, delays, and pressure

The companies that scale cleanly do one thing well: They strengthen financial leadership at the right time. Not too early. Not too late.

### What To Do If You Found Gaps

If you marked 3 or more: You likely don't need a full-time CFO yet. But you do need stronger structure:

- Clear reporting ownership
- A consistent close process
- Better visibility into your numbers
- Support at the leadership level

Brimmer Company works with small public companies to provide CFO-level execution — without the cost or commitment of a full-time hire.

## Schedule a Confidential Strategy Call

Let's figure out what your finance function actually needs at this stage.

[URL HERE](#)