

Small Public Company CEOs & Finance Leaders: Why Does Every Quarter Feel Like a Fire Drill?

How to identify what's actually causing the chaos without adding more work to your team.

How to Use This Scorecard

This takes 5 minutes. Read each statement and answer honestly:
YES = This happens in our process
NO = This does not happen
NOT SURE = That's a problem

If you hesitate, count it as a YES.

If you check 3 or more, your reporting process is likely causing the fire drill — not your team.

Fire Drill Scorecard

1. The close timeline changes every quarter.

There's no consistent rhythm — you're rebuilding the process each time.

Yes No Not Sure

2. Work piles up at the end instead of being spread out.

Most of the pressure hits in the final stretch.

Yes No Not Sure

3. Your team is always "almost done"... until something new comes up.

Last-minute issues keep appearing late in the process.

Yes No Not Sure

4. Your controller is carrying too much of the load.

One person becomes the bottleneck without meaning to.

Yes No Not Sure

5. You rely on late nights or extra pushes to hit deadlines.

Effort replaces structure.

Yes No Not Sure

6. The same issues show up every quarter.

Nothing is fully fixed — just temporarily handled.

Yes No Not Sure

7. Reporting feels reactive instead of planned.

You're responding to problems instead of preventing them.

Yes No Not Sure

8. You're not fully confident in the numbers until the very end.

Clarity comes too late to act on.

Yes No Not Sure

9. Communication breaks down under pressure.

Teams aren't always aligned when it matters most.

Yes No Not Sure

10. Every quarter feels harder than it should.

Even as you grow, things don't feel smoother — just heavier.

Yes No Not Sure

Scoring Your Situation

0-2 YES → Your process is likely stable. Stay consistent.

3-5 YES → Pressure is building. The fire drill is becoming structural.

6+ YES → Your process is driving the chaos. This will not fix itself.

Why This Matters

Fire drills don't happen because your team isn't working hard enough. They happen because the structure behind the process isn't built for your stage. When that happens:

- Deadlines feel tighter
- Pressure builds every quarter
- Mistakes become more likely

And leadership confidence starts to slip

Most teams try to fix this by working harder. That's not the solution. The companies that break out of this cycle don't add more effort. They fix the structure.

What To Do If You Found Gaps

If you marked 3 or more: You likely don't have a people problem. You have a process and structure problem. What typically needs to change:

- Clear ownership across reporting
- A consistent close rhythm
- Better distribution of workload
- A process that works before the deadline — not just at the end

Brimmer Company helps small public companies eliminate quarter-end fire drills by stabilizing their reporting structure — without overbuilding or adding unnecessary overhead.

Schedule a Confidential Strategy Call

Let's identify what's actually causing the chaos — and fix it before next quarter.

URL HERE