Small Business Research Institute

Monthly business review

Use a recurring meeting to explain results, record decisions and assign a few actions before the next review.

Version 1.0 | 6 November 2026

Prepare and discuss

Choose the review period and bring the current cash forecast, financial reports, customer commitments and operating records. Agree which measures help explain this business. Separate facts from estimates and record the source and date for each figure.

Suggested 45-minute agenda: review previous actions for 5 minutes, examine cash and results for 15 minutes, discuss operating exceptions for 15 minutes, then agree decisions and actions for 10 minutes.

Fictional completed example

Review period and participants. Fictional example: Riverton Repair, October 2026. Owner, operations lead and bookkeeper.

Dashboard and sources. Collections were $42,000 against a $48,000 plan. Source: receipts ledger, October 31. Two large invoices remain unpaid; collection timing needs checking.

Operating questions. Three jobs were completed late. The job log records parts delays, but no one has yet checked whether scheduling also contributed.

Decisions and open questions. Decision: operations lead will review the parts-order step. Open question: which delays were avoidable, and what evidence supports that view?

Next actions and review. Bookkeeper checks expected receipt dates; operations lead reviews three delayed jobs. Owner reviews findings November 13.

Your monthly review

Business alias _____

Review period and meeting date _____

Participants and roles _____

Results to explain

Select a few financial and operating measures. State units and periods. A plan is an assumption to revisit, not a standard every business must meet.

Measure and units	Actual	Plan	Source date and question

Previous actions

What was completed and what evidence supports it

_____

_____

What remains open and why _____

_____

Decisions and next actions

Decision log

Decision or open question	Reason and evidence	Person and review date

Actions before the next review

Action 1 _____

Responsible person and due date _____

Evidence to bring and next review date

_____

Action 2 _____

Responsible person and due date _____

Evidence to bring and next review date

_____

Action 3 _____

Responsible person and due date _____

Evidence to bring and next review date

_____

Use the record

Carry unfinished actions into the next meeting. Use the cash forecast when payment timing is the main question.

Build a cash forecast
https://smbri.org/tools/cash-flow-forecast

Monthly review online
https://smbri.org/tools/monthly-business-review

Use this educational workbook for planning and professional conversations. It does not establish legal rights, validate a business, confer a credential or replace qualified advice.