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10 Questions to Ask of Your Monthly Report

A monthly report should support decisions, not only describe status. These questions test whether it does.

01 **Does it lead with the decisions required?**
Senior readers need to know what they are being asked to decide, approve or escalate — first.

02 **Is the forecast completion date stated and explained?**
A date without its drivers and movement since last month gives no basis for action.

03 **What moved since last month, and why?**
Trends and variances matter more than snapshots; unexplained movement is a warning sign.

04 **Is progress measured, not estimated?**
Earned progress tied to quantities or milestones is more reliable than subjective percentages.

05 **Is the critical and near-critical path visible?**
The report should show where time risk is concentrated, not only overall percentage complete.

06 **Are risks linked to dates and owners?**
A risk without an owner, a response and a time impact is a list, not a control.

07 **Are delay events and notices tracked?**
Time and entitlement positions are protected by contemporaneous tracking, not reconstruction later.

08 **Do cost and time tell the same story?**
Cost and schedule reporting that diverge without explanation undermine confidence in both.

09 **Is the data reliable enough to act on?**
Programme quality and update discipline determine whether the numbers can be trusted.

10 **Would a reader know what happens next?**
Actions, owners and dates close the loop between reporting and management.

Go further: run the free in-browser **Executive Dashboard Check** at rishijaveri.com/dashboard-check — nothing is sent, nothing is stored.

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