



Consulting and Training | Reach New Heights

Course Name

Closing the Financial Reality Gap

Sector Name

Finance, Accounting and Banking

Document Type

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Closing the Financial Reality Gap

Course Introduction

Financial reports provide a structured view of business performance, but reported results and underlying economic reality do not always move together. Revenue may grow while quality weakens, margins may improve because necessary spending has been deferred, working capital may appear stable while operational bottlenecks are building, or short-term efficiency gains may conceal future capacity constraints. None of these situations necessarily means the financial numbers are incorrect; the challenge is that **correct numbers can still provide an incomplete picture when viewed without the business conditions behind them.**

BOOST Consulting & Training presents **Closing the Financial Reality Gap**, a practical program designed to help participants identify and investigate gaps between reported financial performance and the operational and economic reality underneath it. The course develops the ability to challenge apparently positive or negative results, reconcile financial movements with business drivers, detect timing and classification effects, investigate contradictory signals, and build a more complete performance narrative that enables management to act on reality rather than appearances.

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Closing the Financial Reality Gap

Target Audience

Finance managers and analysts, financial controllers, management accountants, FP&A professionals, and performance management specialists.

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Closing the Financial Reality Gap

Learning Objectives

- ✓ Identify gaps between reported financial results and underlying business reality.
- ✓ Challenge financial movements that appear inconsistent with operational conditions.
- ✓ Distinguish sustainable performance from temporary or timing-driven effects.
- ✓ Connect financial outcomes with operational and commercial evidence.
- ✓ Detecting situations where improvement in one measure conceals deterioration elsewhere.
- ✓ Investigate contradictory signals before drawing performance conclusions.
- ✓ Build an evidence-based view that reconciles reported results with economic reality.

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Closing the Financial Reality Gap

Course Outline

✓ Day 01

Looking Beyond Reported Performance

Understanding the Financial Reality Gap

- ✓ Distinguishing accounting accuracy from completeness of performance interpretation
- ✓ Identifying how timing, aggregation and reporting boundaries can shape the performance picture
- ✓ Recognizing why a favorable result may still require investigation

Spotting Signals That Do Not Fit

- ✓ Comparing financial movements with expected business behavior
- ✓ Detecting unusual combinations across revenue, margin, cash and working capital
- ✓ Building an initial map of results that require reality testing

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Course Outline

✓ Day 02

Reconnecting Financial Results with Business Activity

Tracing the Operating Reality Behind the Numbers

- ✓ Connecting revenue and margin movements to volume, mix, pricing and service behavior
- ✓ Linking cost outcomes to capacity, activity and resource utilization
- ✓ Connecting working-capital movements to inventory, purchasing, billing and collection behavior

Testing the Strength of Financial Improvement

- ✓ Distinguishing structural improvement from temporary benefit
- ✓ Identifying performance created through timing shifts or deferred activities
- ✓ Testing whether improvement can continue under normal operating conditions

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Course Outline

✓ Day 03

Detecting Hidden Trade-Offs and Displaced Effects

Finding Where the Impact Has Moved

- ✓ Identifying costs or pressures transferred between periods, functions or accounts
- ✓ Detecting improvements achieved by shifting rather than removing economic burden
- ✓ Tracing downstream consequences that are absent from the current result

Reading Contradictory Performance Signals

- ✓ Investigating revenue growth accompanied by weakening cash conversion
- ✓ Examining margin improvement alongside deteriorating service or capacity conditions
- ✓ Combining conflicting evidence to avoid premature conclusions

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Closing the Financial Reality Gap

Course Outline

✓ Day 04

Testing the Economic Reality

Building a Reality-Testing Process

- ✓ Defining the evidence required to validate or challenge the reported result
- ✓ Using operational, commercial and financial information together
- ✓ Separating genuine anomalies from explainable business movements

Reconstructing the Performance Story

- ✓ Connecting cause, financial effect and business consequence
- ✓ Identifying what is temporary, structural, sustainable or reversible
- ✓ Building a balanced interpretation without overstating positive or negative signals

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Course Outline

✓ Day 05

Closing the Gap for Better Management Action

Turning Reality Testing into Management Insight

- ✓ Highlighting where reported performance requires intervention rather than celebration
- ✓ Identifying emerging issues that have not yet fully reached financial results
- ✓ Translating reconciled evidence into clear management priorities

Financial Reality Lab

- ✓ Investigating a business case with apparently strong financial performance
- ✓ Uncovering contradictions across financial, commercial and operational evidence
- ✓ Producing a Financial Reality Brief with findings and recommended actions

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Confirmed Sessions

FROM	TO	DURATION	FEES	LOCATION
Dec. 28, 2026	Jan. 1, 2027	5 days	4250.00 \$	UAE , Dubai

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