

GRACE DESIGN STUDIOS · MODULE 1 OF 12

# The PM Role Charter

Your mandate and operating doctrine in one page — what you own when you are functioning in the role. Operational, not HR.

**Design that Defines. Impact that Endures.**

## You are the Accountable Owner — and the Face of the Firm. Every discipline owns its piece. You own the result.

The PM exists to create value, and is the firm's value creator. Value = Performance x Experience — it multiplies, not adds. A zero on either factor collapses the whole; you can't add your way out of a zero.

### WHERE YOU SIT — AND THE TWO ROLES NEAREST YOU

PROJECT ARCHITECT

#### Makes it great.

Owns the design answer — concept, character, and technical resolution.

PROJECT MANAGER — YOU

#### Make it real.

Runs the delivery system that makes the design real and profitable.

**ACCOUNTABLE OWNER**

PRINCIPAL IN CHARGE

#### Owens the top.

Owns the client relationship at the top and the firm's risk — your sponsor, not your stand-in.

### YOUR OPERATING DOCTRINE — THREE BEHAVIORS THAT PRODUCE FIVE OUTCOMES



BEHAVIOR 1

#### Establish Clarity

FRONT OF THE PROJECT

Settle the work before the team starts.

- Discover the client's real success criteria
  - Build the fee & schedule; execute the contract
- PRODUCES →

1

**Defined Scope & Aligned Commitments**



BEHAVIOR 2

#### Control Advancement

THE MIDDLE

Manage what moves forward — catch variances early.

- Coordinate disciplines; run the design roadmap
  - Review budget & schedule variance every cycle
- PRODUCES →

2

**Controlled, Predictable Delivery**



BEHAVIOR 3

#### Protect Integrity

THROUGHOUT

Guard the design intent and the agreement.

- QC review at every gate — stop work that bypasses it
  - Price every change; track effort, WIP, profit
- PRODUCES →

3

**Protected Design & Technical Integrity**

4

ALL THREE BEHAVIORS, COMPOUNDED

#### Sustained Financial Health

You drive firm profitability.

5

ALL THREE, THROUGH PEOPLE

#### Developed Teams & Collaborative Leadership

Grow capability and leadership in others.

**The operating rule:** every responsibility you hold is one of three moves — GRACE PM Excellence Academy  
**Establish Clarity · Control Advancement · Protect Integrity.** Module 1 · Developed by AEC LEAD LLC