

Your job isn't a discipline — it's the gaps between them. You are the one person answerable for whether the whole project comes together.

WHO YOU ARE

The Accountable Owner

The one person answerable for the outcome — not just the tasks.

The Coordinator — tracks the tasks

The Designer — chases the drawing

The Pleaser — says yes to everything



THE ACCOUNTABLE OWNER

Grow past the habit. Own the outcome.

THE GOAL - WHY THE ROLE EXISTS

Every project exists to create value. The Project Manager owns the conditions for value delivery.

$$\text{VALUE} = \text{PERFORMANCE} \times \text{EXPERIENCE}$$

It multiplies — it doesn't add.

PERFORMANCE

Did we do the work well?

Technical quality - Value for scope and fees -
Schedule adherence

EXPERIENCE

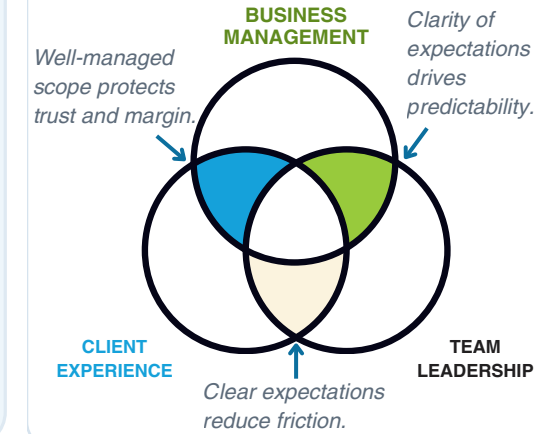
What was it like to work with us?

Responsiveness - Proactiveness - clear,
accurate communication

It begins with curiosity about what value means to THIS client — the first act of Establishing Clarity.

WHERE YOU SIT

Across all three streams



You balance all three at once — nobody else does.

PA
owns the answer inside a discipline — “makes it great.”

PIC
owns the client relationship & the firm's risk.

YOU
own whether it all comes together — “you make it real.”

HOW YOU WORK · THREE MOVES DRIVE FIVE OUTCOMES

Your job is in the gaps. In a gap, three things go wrong — so a PM drives those three things. Those three moves produce the five outcomes of PM excellence.

When people get out of sync — ESTABLISH CLARITY

Define scope, fee, schedule & contract. Run the kickoff. Nothing advances on assumption.

When work races ahead of decisions — CONTROL ADVANCEMENT

Manage coordination, budget & schedule. Surface variances early — not at the deadline.

When important things get sacrificed under pressure — PROTECT INTEGRITY

Hold QA gates, price every change, protect quality and the fee.

1. Defined Scope & Aligned Commitments

Scope, fee, schedule & contract settled before the team starts.

2. Controlled, Predictable Delivery

Budgets, schedules & assignments actively managed; variances surfaced early.

3. Protected Design & Technical Integrity

Code, coordination, BIM, constructability & QA guarded so design intent survives.

4. Sustained Financial Health

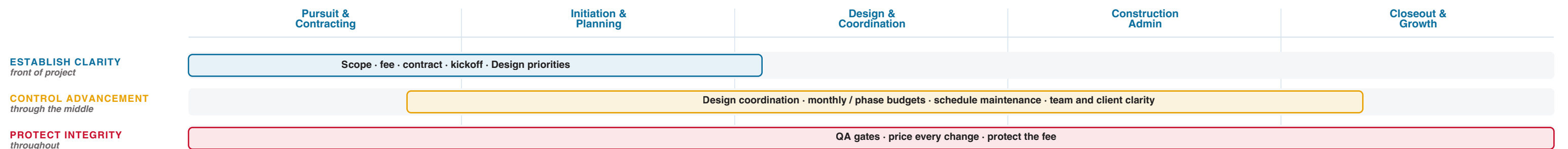
Utilization & efficient execution protected — the PM drives firm profitability.

5. Developed Teams & Collaborative Leadership

Leads the workflow, leverages SMEs, delegates & grows others.

Outcomes compound across all three moves.

WHEN · THE SAME THREE MOVES, EVERY PHASE



See the companion Leadership Outcomes & PM Responsibilities maps for what good looks like in each phase.