

MODULE 01 · ACCOUNTABLE OWNERSHIP — THE FACE OF GRACE

The PM Role.

SIDE 1 — WHAT YOU SHOULD KNOW

THE BIG IDEA Own the result, not a lane. Three moves protect five outcomes — working harder is the wrong lever; owning the intersections is the job.

01 THE ONE QUESTION

Am I owning the outcome — or just coordinating the tasks?

If this shipped today: did we create value? A brilliant design delivered badly still fails.

02 WHAT YOU ACTUALLY CREATE

VALUE = PERFORMANCE × EXPERIENCE

Performance — did we do the work well? Technical quality · value for scope & fees · schedule.

Experience — what was it like to work with us? Responsiveness · proactiveness · clear, accurate communication.

03 THE THREE MOVES — ON THE JOB

1 Establish Clarity

Nail scope & contract before work starts; run a real kickoff. Start curious about what value means to this client.

SCOPE · CONTRACT · KICKOFF

2 Control Advancement

Advance work only when the decision it depends on is settled — stop it when it isn't. Call it early, while it's cheap.

COORDINATION · MONTHLY REVIEWS

3 Protect Integrity

Hold the quality reviews and the contract. Price every change — never absorb it silently.

QA GATES · CHANGE LOG · PRICING

04 SAY IT LIKE THIS

“That interface is mine — I’ll get the decision made before we build on it.”

OWNING A GAP BETWEEN DISCIPLINES

“That’s a change from what we scoped. Let me price it so you can decide.”

PRICING A CLIENT CHANGE

05 FIELD SIGNALS

DO

- Own the outcome, not the task list
- Run a real kickoff before work starts
- Make the call early, while it's cheap
- Hold every QA gate; price every change

WATCH FOR

- Gaps nobody owns — that's your space
- A decision logged but not made
- ‘Busy & on schedule’ read as ‘successful’
- Your default archetype under pressure

AVOID

- Coordinating tasks instead of owning
- Absorbing a scope change silently
- Skipping a QA review to hit a date
- Working harder as the fix

THE SCORECARD

Five outcomes

THE WORK →

THE REWARD →

- 1 Scope & commitments 2 Predictable delivery 3 Protected integrity
4 Financial health 5 Developed teams

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SIDE 2 — SCENARIOS & PLAYS

Own the result. When these show up on a live project, the move is almost never ‘work harder.’

THE SITUATION	RECOMMENDED MOVE	WATCH OUT FOR
01 The team hit the deadline by working nights and weekends, and the client is thrilled.	Don't call it a win yet. Score all five outcomes — a met date and a happy client can hide two failures.	Burned team breaks Developed Teams; unpaid overtime quietly breaks Financial Health.
02 Two disciplines each assume the other owns a detail at their interface.	Claim the intersection — that space is yours. Force the open question to a decision.	Silence: everyone assumes it's covered, and the gap grows until it's expensive.
03 The client requests a change midway through design.	Price it and bring options; protect the contract and the fee (Protect Integrity).	Absorbing it silently to keep the peace — the fee erodes and nobody sees it.
04 A key decision is in the meeting notes but was never actually made.	Stop the work that depends on it. Drive the decision to a real resolution before advancing.	‘Documented’ masquerading as ‘decided’ — downstream work builds on sand.
05 You're polishing a design well past what the fee funded.	Define ‘done’ by the scope the fee bought, and stop at that line.	The Obsessed Designer reflex — perfection draining margin nobody priced.
06 Schedule slips and it's tempting to skip a QA review to hit the date.	Hold the gate; protect technical integrity. Find the time elsewhere or reset the date openly.	A skipped review resurfacing later as rework, liability, or lost trust.

07 WHICH ARCHETYPE ARE YOU UNDER PRESSURE?

Competent Coordinator

Great notes, no decision → force the open decision to resolution.

Obsessed Designer

Refining past the fee → define ‘done’ by the scope the fee bought.

People Pleaser

Absorbing the change → name it early and offer a clear choice.

Accountable Owner.

Owns the intersections → protects the outcome when complexity rises.

THE ONE THING TO REMEMBER

Own the result, not a lane.

Working harder is the wrong lever — owning the intersections is the job.