

• WEEK 1 • LIVE DISCUSSION

Week 1 Live Discussion

The Role of the Project Manager

We heard you. Let's test the framework together.

WEEK 1 — LIVE DISCUSSION

01 / 13

What you told us.

85–
89%

Knowledge checks correct

#1 discussion
topic

Wearing multiple hats — PM +
PA + PIC

2 / 3

Still picture the PM as holding
everything together

“ What if you're stacked with projects that were already a mess when you inherited them?

“ Tell us if a suggestion's already been tried and it didn't work.

The PM owns _____.

Or... you know you're acting as the Accountable Owner when _____.

• THE SHIFT

Before → After

BEFORE

Hold everything together
yourself

Personally solve missing
work

Wear every hat equally

AFTER

Own the decisions and the
gaps

Make sure the right people
solve it

Let the right responsibility
lead

• ROUND A · ONE PERSON, TWO ROLES

You are both the PM and the PA. Design is nearly complete. As the architect, you still want to make two or three improvements. As the PM, you know the consultants need direction, the fee is exhausted, and the client expects permits Friday.

What do you do first?
How do we think about this today?

OPEN DISCUSSION · UNMUTE OR DROP IT IN CHAT

• PREDICT, THEN REVEAL

What Accountable Owners Do.

*What behaviors do you see when
someone truly owns the project? Call
them out — then we reveal.*

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• CLICK TO REVEAL

• ROUND B · THE FEE CONVERSATION

Client requests additional work on Oakhaven. About thirty hours. One additional scheme for a critical area of the project.

The project has been imperfect so far. Schedule already tight.

What do you say first?
What is your thought process?

• ROUND C · THE ORGANIZATIONAL QUESTION

AUTHORITY

Does leadership above the PM actually know – and back – what this course teaches?

STANDARDS

Does Grace run on one common standard, or does every PM run their own approach?

What barriers still exist?

• OPEN FORUM

What's the hardest "ownership" decision you're facing right now?

• WHAT WE COVERED TODAY

What Accountable Owners Do.

- Pressure-test the work.
- Anticipate client needs.
- Communicate before asked.
- Give credit, own mistakes.
- Watch schedule and margin.
- Hold the quality bar.
- Communicate before asked.
- Clear the team's path.
- Protect fee and scope.

BEFORE NEXT WEEK

One thing I will intentionally do differently is _____.

- DROP YOUR COMMITMENT IN THE CHAT

• WHAT'S NEXT

Where we go from here.

TOMORROW

Project Finance Part 1: The Multiplier, Fees, Revenue

NEXT WEEK

Project Finance Part 2: Cash Flow

Why start with Finance? Because understanding it is foundational to successful execution of the project process — which starts in week 4.