WEEK 2 · LIVE DISCUSSION

Week 2
Live Discussion

Project Finance, Part 1 – The Multiplier, Fees & Revenue

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

THE DATA · FROM YOUR PREP WORK

What you told us.

85%
Average knowledge check

100%
Correctly identified earned value over effort

TODAY'S FOCUS
55%
Correctly priced additional work

BIGGEST DISCUSSION TOPIC *“How do I know what’s actually earned?”*

“ *I don’t want to rely on vibes.*

“ *How do you know when something is actually complete?*

“ *What if the client hasn’t accepted it yet?*

Finished work earns value.

Not effort.

• THE SHIFT

Before → After

BEFORE	AFTER
Hours worked	**Value earned**
Activity	**Completion**
Busyness	**Finished work**
Cost	**Outcomes**
“Almost done”	**Done**

● ROUND A · THE PRICING QUESTION

NEW PROJECT · BRIEF

Leadership expects a healthy margin.

ESTIMATED COST
$340,000

TARGET MARGIN
20%

What fee do you propose?

WHAT'S YOUR FIRST INSTINCT? · NO FORMULAS — JUST DISCUSSION

15
START

PREDICT, THEN REVEAL

What fee would you propose?

Commit to a number first – then we work it through together.

CLICK TO REVEAL

• ROUND B · THE EARNED VALUE CONVERSATION

The drawings look nearly there – but the client hasn't reviewed or accepted a single sheet yet.

Fen Creek	CD PHASE
Hours logged	115 / 200
Fee spent	55%
Owner decisions	3 pending

What percent complete would you report today? What is your thought process?

• THE MENTAL SHIFT

From hours to earned value.

Hours worked	“Almost done”	Finished	Earned value
INPUT	A FEELING	A FACT	THE POINT

Only finished work earns value. Everything to the left is just motion.

THE PROJECT QUESTION

JUDGMENT	If the project stopped today, what work would still be complete?
EVIDENCE	What evidence should a PM use before claiming earned value?

15 START

THE FRAMEWORK

Before you claim earned value...

What has to be true before you claim it?
Call them out — then we reveal.

CLICK TO REVEAL

OPEN FORUM

Where are you struggling to decide whether work is really complete?

WHAT WE COVERED TODAY

The Multiplier, Fees & Revenue.

- Margin ≠ Markup
- Effort ≠ Earned Value
- Judge finished work — not effort
- Use evidence

BEFORE NEXT WEEK

One thing I will intentionally evaluate differently is ____.

- DROP YOUR COMMITMENT IN THE CHAT

WHAT'S NEXT

Where we go from here.

TOMORROW

Project Finance – Part 2

BACKLOG → CASH

NEXT WEEK

Project Startup

Today's discussion explained what earned value is. Next, we talk about how to properly start a project to put you in the optimal position to succeed.