

COHORT ONE · YOUR FEEDBACK, IN ACTION

You spoke. Here's the plan.

44 things you and your peers flagged, ranked once, firm-wide. This is how training closes them — together.

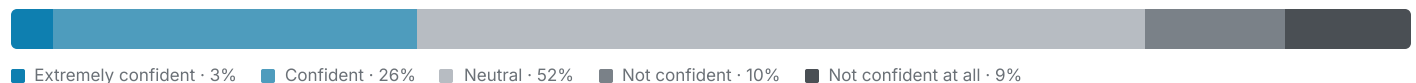
Firm Priority Index averages each group's normalized priority across all 20 groups (5 offices × 4). Source: your Grace PM Program Responsibility Matrix feedback. This scoring methodology normalizes both frequency and priority into one global score — greater frequency alone does not signal higher priority.

01 PRE-SESSION

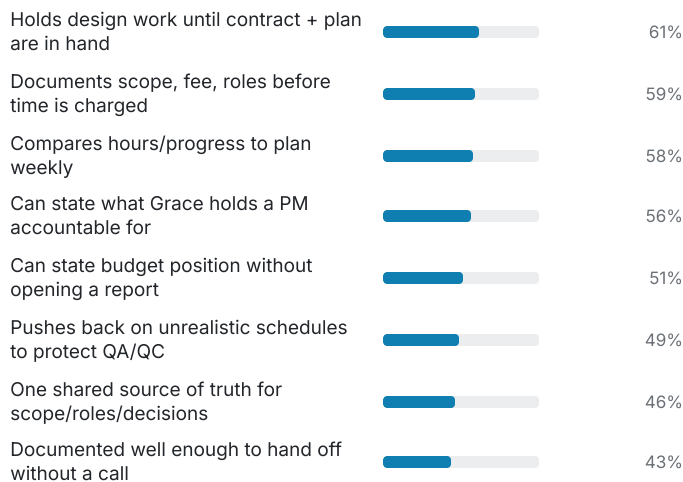
BEFORE WE STARTED · PRE-SESSION SELF-ASSESSMENT, 59 RESPONSES, ALL 5 OFFICES

Where you told us you were starting from

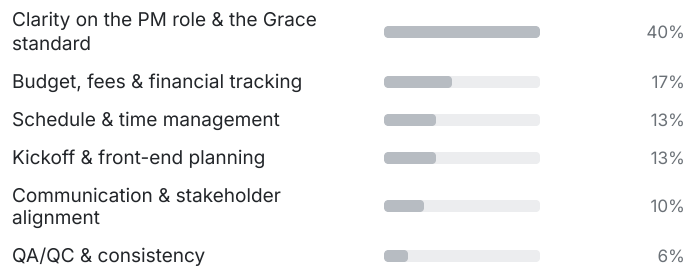
Before Onsite One, we asked how confident you felt running a project to Grace's standard today — and no one expected everyone to say "extremely confident." That's exactly why we're here.



HOW YOU RATED YOUR OWN HABITS — WEAKEST FIRST



WHAT YOU TOLD US YOU WANT TO GROW MOST



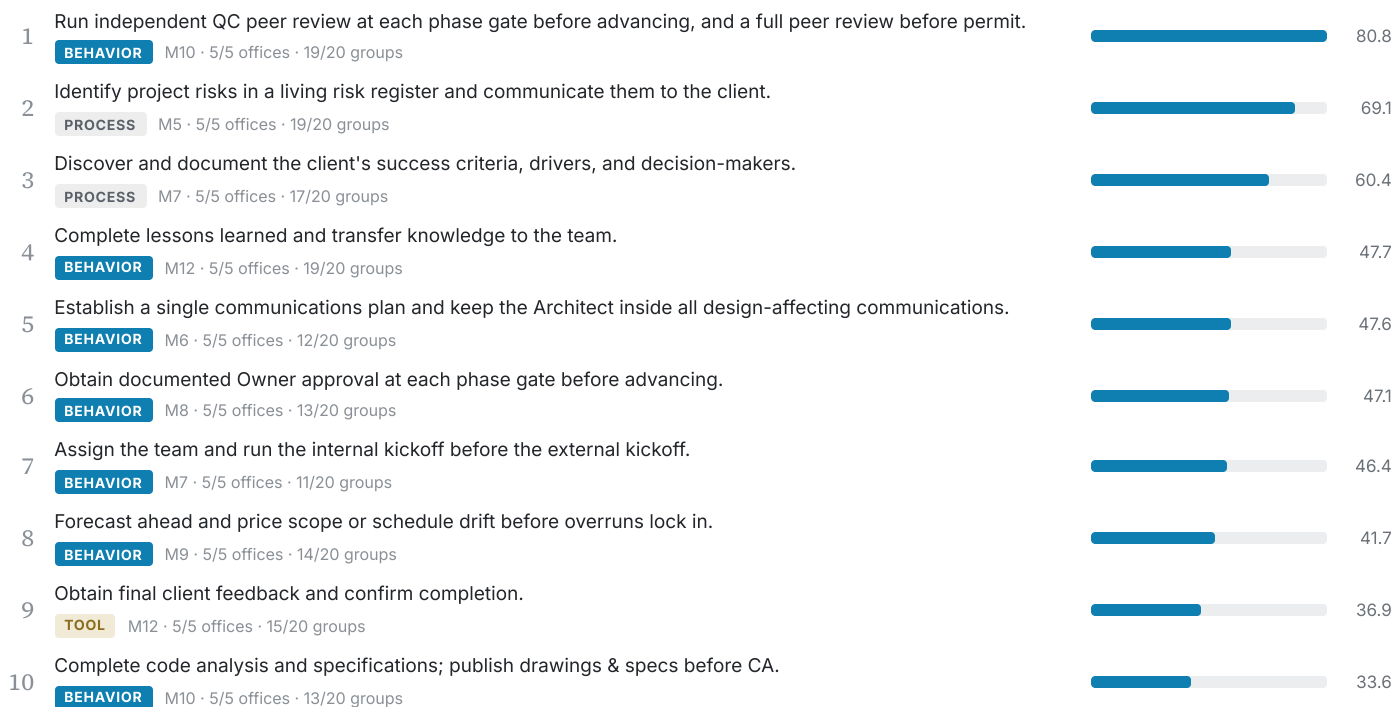
WHY THIS MATTERS

These self-reports line up almost exactly with the firm-wide ranking on the next page. You and your peers are seeing the same thing — which means training can go straight at it, together.

44 RESPONSIBILITIES YOU HELPED IDENTIFY	20 / 5 GROUPS AND OFFICES WHO WEIGHED IN	570 SPECIFIC OBSERVATIONS LOGGED (PROCESS/BEHAVIOR/TOOL)	51% CAN BE CLOSED WITH PRACTICE, NOT NEW PROCESS
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What you told us matters most

by Firm Priority Index



ROOT-CAUSE SPLIT · ALL 570 TAGS ACROSS 20 GROUPS

Behavior · 51%

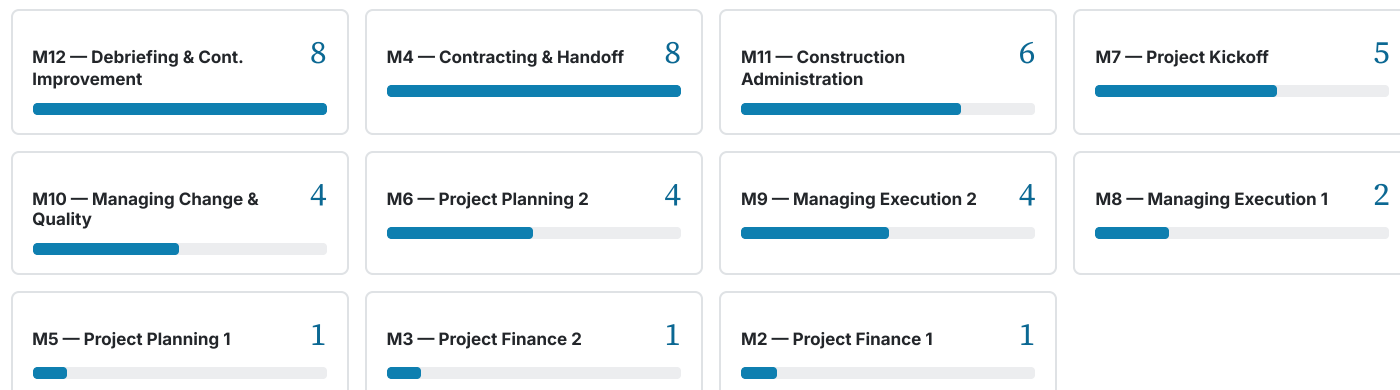
Process · 33.5%

Tool · 15.5%

More than half of what you flagged closes fastest with practice — that's exactly what cohort sessions are built around. The rest points to a standard or tool that needs fixing in parallel, and we're working both at once.

How training addresses it

Every module below maps directly to responsibilities you flagged — heavier modules get more cohort time.



WHAT WE HEARD, AND WHAT WE'RE DOING

What you told us — and how training responds

51%

Most of this is about practice, not new policy.

Behavior — not process or tooling — is the largest root cause logged. Cohort sessions are built around practicing the real scenario, not lecturing about it.

19/20

You're not the only one who flagged this — almost everyone did.

A primary item addressed in this program through setting priorities, planning work, and managing execution to create time and space for proper QA/QC.

68 pts

Some things hit harder in some offices than others — and that's expected.

Discovering the client's success criteria ranks #3 firm-wide, but offices rated the pain very differently — cohort sessions pair firm-wide modules with office-specific coaching.

4 of 5

Some of the easiest wins are already within reach.

Closeout housekeeping was flagged by nearly every group, but it's low-severity, high-consensus stuff — small habit fixes and a good way to build early momentum.

36%

We're doubling down on the start and the finish.

Contracting & Handoff and Debriefing & Continuous Improvement together cover more than a third of everything flagged — that's where the process feels roughest, so that's where training puts the most reps.

You also told us planning is often the first thing to slip once a project gets busy — it's why the planning modules focus on a habit light enough to survive a busy week, not another binder to maintain.

WHERE THIS GOES FROM HERE

None of this is about anyone doing something wrong. It's 44 specific, fixable things you helped surface — and Cohort One is where we start closing them, together.