

Buildit Client Engagement and Delivery Framework

How the Commercial Capability, Career and Retention Suite Is Introduced, Governed and Delivered

The client should understand what Buildit will do, how information will move, where authority remains and what capability should remain after the engagement ends.

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Document Status and Use

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Purpose

A transparent client-facing engagement framework describing the purpose, boundaries, delivery model, manual suite, stakeholder pathways, governance, measures, reporting rhythm and transition of Buildit's embedded commercial capability service.

Audience

Prospective and current clients, Project Directors, Commercial Directors, Business Unit leaders, People and Culture partners, commercial managers and project governance stakeholders.

How to Use This Manual

1. Read the relevant chapter before a live conversation, review or decision—not after the consequence has already landed.
2. Apply the method to current project work. The suite is designed to change observable behaviour, not merely increase awareness.
3. Record the decision, action, owner, evidence and review date produced by the exercise.
4. Use the related manuals where the issue crosses career, communication, judgement, leadership or stakeholder boundaries.

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1. The Client Problem This Engagement Addresses

Complex projects lose capability when delivery pressure crowds out judgement transfer, honest career conversations and disciplined stakeholder routing.

Buildit combines embedded senior commercial delivery with selective capability transfer. The aim is to solve live commercial problems while leaving clearer standards, stronger managers and more useful people systems behind.

The Buildit position

Senior enough to solve the commercial problem. Practical enough to work inside the project team. Flexible enough to go wherever the value is. The person presented is the person delivered.

Typical Engagement Triggers

Trigger	Client need	Buildit response
Mobilise	New project or function	Establish control, roles, pathways and operating rhythm
Unblock	Ageing difficult issue	Diagnose, recover and create a defensible decision pathway
Coverage	Leave, vacancy or surge	Provide senior delivery capacity while stabilising the function
Strengthen	Manager capability or retention risk	Use live work, coaching and structured conversations

2. Capability and Experience Brought to the Client

The service combines practitioner, director and owner perspectives across the commercial chain.

Buildit draws on more than fifteen years of commercial delivery across Tier 1, Tier 2 and Tier 3 environments, embedded consulting, consultancy leadership, building and civil work, government and private clients, and selected projects from approximately \$1 million to \$2 billion.

Four contract perspectives

Experience across subcontractor, builder, superintendent and client positions supports a wider reading of obligation, cash, authority and stakeholder pressure.

Three commercial experiences

Practitioner delivery, consultancy directorship and owner-operated business experience inform how technical decisions affect capital, people, cash, reputation and long-term obligations.

3. The Four Service Layers

The engagement is explicit about delivery, visibility, development and controlled retention support.

Each layer has a defined purpose and boundary. The client may use one or more layers depending on need, authority and project maturity.

2.1 Embedded senior commercial delivery

Own and close difficult, urgent, ambiguous or temporarily ownerless commercial work; provide coverage during absence or sudden workload pressure.

2.2 Manager debrief and capability intelligence

Give the line manager a second perspective from live work: capability evidence, workload priorities, development opportunities, retention signals and systemic constraints.

2.3 Selective employee coaching

Provide approved employees with clear, tailored feedback on current contribution, capability gaps, internal opportunity and the evidence required within the existing organisation.

2.4 Controlled retention intervention

When a valued employee has genuine exit intent, facilitate a structured review of the current offer, accumulated internal value, credible internal path and life constraints. This is not general external-career coaching.

Service Layer Matrix

Layer	Primary output	Boundary
Embedded delivery	Commercial and contracts work inside the project team	Within agreed role and delegations
Manager visibility	Second senior read, workload and capability intelligence	Reported through agreed manager channel
Selective development	Live-work coaching and clearer standards	No parallel performance or HR process
Controlled retention	Structured stay-or-move support	Only with authority and genuine exit intent

4. The 15-Manual Soft Skills Suite

The manuals create a common language for the behaviours that construction systems often leave implicit.

The suite is not delivered as a document dump. Manuals are selected around current project decisions, career transitions, manager needs and retention risks. Each intervention produces an action, evidence or operating change.

Suite Map

Manual	Primary use	Typical audience
01 The Promotion Framework	Career navigation and promotion readiness	All commercial staff
02 Think Like the Approver	Decision-ready work and approval risk	CAs to managers
03 Industry Map	Industry, risk and opportunity context	Entrants and movers
04 Communicating Under Pressure	High-consequence communication	All staff
05 Navigating Tier 1	Network and opportunity navigation	Large-contractor staff
06 From Doer to Reviewer	Review and delegation transition	Senior CAs / first managers
07 Managing Your Line Manager	Upward trust and development	All employees
08 Commercial Judgement	Whole-outcome decisions	CAs to managers
09 First 90 Days	Project entry and mobilisation	New starters / transfers
10 Difficult Package	Recovery and handover	Senior delivery staff
11 Commercial Manager Field Guide	Run the complete function	Commercial leaders
12 Path to Commercial Director	Enterprise career map	Mid-career / senior
13 Developing People	Live-work development	Line managers
14 Career Conversations	Evidence and commitments	Managers and employees
15 Retaining Capability	Construction-specific retention	Project and people leaders

5. The Stakeholder Pathway Playbook

On complex projects, deciding who should receive a matter, in what sequence and through which channel is a separate professional capability.

Buildit uses a dedicated Stakeholder Pathway and Communication Routing Playbook to map decision owners, reviewers, influencers, affected parties, confidentiality boundaries, pre-briefs and formal records. Inclusion and exclusion are tested with the accountable stakeholder rather than decided casually by the preparer.

Operating Checks

19. Map the decision, authority and consequence before selecting the audience.
20. Identify who must prepare, verify, consult, endorse, approve and be informed.
21. Consult the accountable owner about additions or exclusions where status, confidentiality or governance is material.
22. Pre-brief people who will otherwise discover consequential information in a formal forum.
23. Keep the final record proportionate and controlled.

6. Engagement Phases

The engagement moves from mandate to control, application, measurement and transfer.

The exact duration depends on project need, but the sequence remains visible to the client.

Delivery Phases

Phase	Key activities	Client-visible output
1. Mandate	Confirm need, role, authority, boundaries and stakeholders	Engagement charter and reporting protocol
2. Diagnose	Read work, systems, people, risks and current manuals	Baseline and priority map
3. Stabilise	Address urgent commercial and communication controls	Actions, owners and decision pathways
4. Deliver and develop	Execute live work; use selected manuals and coaching	Commercial outputs and capability evidence
5. Review	Assess clarity, capability, cohesion and productive tenure	Periodic engagement report
6. Transfer	Handover tools, knowledge, relationships and next actions	Closeout and residual-risk record

7. Roles, Authority and Accountability

Buildit works inside the client team without creating a parallel management structure.

The client retains employment decisions, formal performance processes, delegations, commercial approvals and project accountability. Buildit exercises only the authority expressly assigned to the embedded role.

24. The line manager retains formal performance, allocation, PDR, promotion, remuneration and employment authority.
25. Buildit may observe, assess, challenge, deliver, coach and recommend within scope.
26. Buildit does not promise promotion, remuneration, project placement, counteroffers or any employment outcome.
27. Buildit does not replace HR, legal advice, psychological services, formal investigations or the manager-employee relationship.

Buildit is not a covert monitoring function, employee advocate, complaints channel, independent employment adviser or substitute manager. The role is an embedded senior delivery and capability resource operating transparently within an agreed company-facing value proposition.

Accountability Boundaries

Matter	Buildit role	Client owner
Commercial delivery	Prepare / review / recommend within mandate	Delegated project authority
Career coaching	Facilitate and provide observations	Line manager / employee
Promotion / remuneration	No promise or decision	Client management / formal process
Performance / conduct	Report through agreed channel	Manager / HR / formal authority
Legal / safety / wellbeing	Escalate through required pathway	Client specialist / accountable officer

8. Conversation, Confidentiality and Escalation Protocol

Transparency requires clear expectations about what is private, what is reportable and what cannot remain confidential.

Buildit does not promise absolute confidentiality where safety, serious misconduct, material project risk or the engagement protocol requires escalation. Routine development themes are reported proportionately and through agreed channels.

28. The purpose and eligibility for a session are agreed with the manager or nominated company representative.
29. The employee is told the role, confidentiality limits and reporting boundaries before substantive discussion.
30. The manager receives a useful summary of capability, agreed action, required support and material constraint - not an automatic transcript.
31. Serious immediate project risk, safety risk or another matter that must be escalated under the engagement is handled through the agreed company channel.
32. Buildit records only what is reasonably required to support delivery, development and the agreed reporting protocol.

Employee conversations: Personal information is handled with discretion. Development themes, agreed commitments and support requirements are shared with the line manager where necessary to make the conversation useful.

Manager debriefs: Incomplete thinking can be tested privately. Agreed decisions, commitments and material project or people risks remain the manager's responsibility to communicate and act on.

Mandatory escalation: Safety, suspected fraud, serious misconduct, unlawful behaviour, material commercial misstatement or another significant organisational risk cannot be treated as a private coaching matter.

Operating Checks

33. Explain the purpose and boundary before a one-on-one conversation.
34. Record only what is reasonably required for delivery and agreed reporting.
35. Use restricted channels for personal, legal, conduct and sensitive commercial matters.
36. Escalate immediate safety and serious risk through the client's required pathway.
37. Do not use coaching records as a hidden performance process.

9. Operating and Reporting Rhythm

The client should never have to guess what Buildit is doing, what has changed or what decision is needed.

Agree routine manager debriefs, project commercial reporting, capability observations, intervention approvals and periodic governance review.

Stage	Function	What it produces
1	Observe	Work inside the team, understand the project pressure, relationships, capability and immediate commercial priorities.
2	Stabilise	Take on work that is exposed, under-owned or disrupted by resignation, workload or capability gaps.
3	Develop	Use live tasks and well-timed one-on-ones to build judgement, evidence, confidence and accountability.
4	Reconnect	Report relevant themes and actions to the line manager so development remains part of the management system.
5	Review	Identify recurring structural issues, measure progress and distinguish development problems from role, remuneration, project or organisational problems.

Indicative Rhythm

Cadence	Forum	Output
Weekly	Embedded manager debrief	Delivery movement, workload, capability and immediate decisions
Monthly	Engagement review	Actions, themes, suite usage and risks
Quarterly	Sponsor / governance review	Outcomes, measures, boundary review and next priorities
At closeout	Transition session	Handover, residual risk and capability retained

10. How the Manuals Are Delivered

A manual is introduced through a live need, practised in current work and reviewed through evidence.

Buildit may use pre-reading, short one-on-one discussion, manager briefing, package workshop, decision review, coaching in the work or a structured project forum. Participation, records and reporting are agreed with the client.

Working Sequence

38. Select the live problem and intended outcome.
39. Choose the smallest relevant manual section and tool.
40. Brief the manager and confirm boundaries.
41. Apply the method to current work or conversation.
42. Record actions, owners, evidence and review date.
43. Review observable change and decide whether to repeat, expand or close.

11. Measures of Effectiveness

The engagement is measured through client-visible operating change, not document circulation.

Measures should combine commercial outcomes, clarity, capability, cohesion, manager follow-through, stakeholder routing and productive tenure. Causation should be described carefully; Buildit does not claim sole credit for project outcomes produced by the wider team.

The engagement should be judged by whether it improves the operating team, not by the volume of coaching activity. Measures can include:

44. Critical commercial work stabilised or completed.
45. Resignation gaps covered without loss of control or material knowledge.
46. Development actions converted into observable work and evidence.
47. Improved clarity in career, performance and remuneration conversations.
48. Earlier identification of retention risk and structural blockers.
49. Manager confidence and follow-through on difficult conversations.
50. Reduced repeated escalation of the same unresolved team issues.

CORE OUTCOME The business is not buying a training program. It is buying experienced commercial capacity that leaves the work, the people and the management system stronger than it found them.

Manu Reynolds | Director | Buildit Admin Solutions

Measures

Dimension	Possible evidence	Review
Commercial delivery	Ageing issues closed; forecast and approval quality	Monthly
Clarity	People know position, priority and pathway	Quarterly
Capability	Work delegated; judgement evidence produced	Quarterly
Cohesion	Cleaner handovers, less avoidable conflict	Quarterly
Stakeholder routing	Fewer surprises and rework in approvals	Monthly
Productive tenure	Transition plans and avoidable departures	Quarterly

12. Client Decisions Before Commencement

A transparent engagement begins with explicit client choices.

Before mobilisation, confirm sponsor, line manager, role, delegations, access, systems, confidentiality, stakeholder reporting, approved manual use, data handling, measures, duration, location and closeout expectations.

Client Mobilisation Checklist

Decision	Agreed position / owner
Executive / project sponsor	
Embedded reporting line	
Role and delegations	
Systems and document access	
Conversation and escalation protocol	
Manual suite scope	
Measures and reporting rhythm	
Duration, location and closeout	

13. First 90 Days of the Engagement

The first cycle should create control and trust before expansion.

Use the first month to establish mandate, map work and stakeholders and address urgent controls. Use the second to apply selected manuals through live work. Use the third to review evidence, adjust the model and agree the next priority set.

90-Day Engagement Plan

Checkpoint	Client-visible outcome	Review question
Day 30	Mandate, baseline, pathways and urgent priorities	Do the right people understand the role and current risks?
Day 60	Live delivery and selected capability interventions operating	Is the method improving decisions and manager capacity?
Day 90	Evidence review, boundary check and next-phase plan	What should continue, change, transfer or stop?

14. Closeout and Capability Transfer

The engagement should leave the client less dependent, not more dependent, on the adviser.

Handover open commercial matters, evidence chains, stakeholder pathways, tools, development commitments, reporting cycles and residual risks. Identify named owners and dates.

51. Immediate senior commercial capacity without waiting for a permanent appointment.
52. Continuity through resignations, workload spikes and difficult project periods.
53. Better visibility of capability, morale, retention risk and the reasons behind recurring team friction.
54. Employees developed through live work with evidence that can be used in future career and promotion decisions.
55. Line managers who are better supported, better prepared and less isolated when administering difficult people decisions.
56. An external commercial perspective that remains close enough to the work to understand what is actually happening.

Engagement Closeout

Area	Transferred asset / record	Client owner / next date
Commercial work		
Stakeholder pathways		
Manager tools		
Employee commitments		
Measures / residual risk		

Commitments and Review

Use this page to convert the manual into a small number of observable commitments. A manual has no value if the reader cannot identify what will be done differently, where it will be practised and what evidence will prove the change.

Commitment	Practice ground	Evidence / reviewer	Review date

Related Buildit Manuals

- 57. All 15 suite manuals
- 58. 17 — Stakeholder Pathway and Communication Routing Playbook
- 59. Buildit Professional Boundaries and Delivery Protocol
- 60. Buildit Embedded Commercial Implementation and Advisory Model

Closing Position

The client should understand what Buildit will do, how information will move, where authority remains and what capability should remain after the engagement ends.

Notes
