

# Are your teams speaking the same operational language?

A quick operational consistency check for growing architecture practices

## THE CHALLENGE

**It's not missing data.**  
**It's inconsistent behaviour.**

Most practices already have systems in place.

The challenge is making sure teams use them consistently enough for leadership to trust the data coming out the other side.

As practices grow, operational visibility often breaks down, not because information is missing, but because teams start working in slightly different ways.

## OPERATIONAL FRICTION MAP

### Common signs team aren't fully bought into operational workflows

#### PROJECT REPORTING

Different teams define project stages differently, making practice-wide progress impossible to read at a glance.

#### FORECASTING

Fee forecasts are updated inconsistently across projects, the pipeline view rarely reflects reality.

#### RESOURCING

Utilisation is interpreted differently between offices or teams - the same number means different things to different people.

#### COMMERCIAL MANAGEMENT

Scope changes are tracked differently depending on the PM or project lead - commercial risk accumulates in the gaps.

#### TIMESHEETS

Time is entered retrospectively instead of live - project cost data lags too far behind delivery reality.

#### LEADERSHIP REPORTING

Meetings spend more time validating numbers than acting on them - the conversation is about the data, not the decision.

#### SPREADSHEET BEHAVIOUR

Teams maintain 'back-up' spreadsheets outside the core system - a sign the system isn't trusted or used fully.

#### WORKFLOW CONSISTENCY

Processes exist, but teams follow slightly different operational habits - the system is in place, the adoption isn't.

→ **The result: leadership can't trust the numbers and every reporting cycle becomes a validation exercise rather than a decision-making one.**

**“Instead of sitting in that meeting making decisions, the debate turns to whether the data can be trusted or not”**

SIMON BERRY | FOUNDER & CEO | FRESH PROJECTS

## WHAT GOOD LOOKS LIKE

### What operationally aligned firms tend to do differently



#### SHARED OPERATIONAL DEFINITIONS

Stage names, utilisation calculations and fee forecast formats mean the same thing to everyone.



#### CONSISTENT REPORTING HABITS

The same data is entered, in the same way, at the same cadence - across teams and offices.



#### LIVE PROJECT UPDATES

Timesheets, fee forecasts and scope changes are maintained in real time - not caught up at month-end.



#### CLEARER OWNERSHIP OF REPORTING

Everyone knows who owns which data and what "done" looks like before reporting cycle closes.



#### FEWER WORKAROUNDS

No shadow spreadsheets, no offline trackers - the system is trusted enough to be the single source of truth.



#### STRONGER ADOPTION ACROSS TEAMS

Workflows are embedded into how the team works - not something people do reluctantly at the end of the week.



#### MORE CONFIDENCE IN PROJECT AND FINANCIAL REPORTING

Leadership walks into reporting meetings ready to act on the data - not spending the first 20 minutes questioning it.

## CONTINUE THE CONVERSATION

### Watch the webinar + complete the assessment

Benchmark your operational visibility, reporting confidence and workflow consistency and find out where your practice sits on the spectrum.



#### RIBA J WEBINAR

##### Running a Modern Architecture Practice

Watch the full session with Simon Berry of Fresh Projects and other insightful guests - on demand.

[WATCH NOW >>](#)



#### FREE ASSESSMENT

##### Architecture Practice Visibility Assessment

A short self-assessment to surface where operational consistency is breaking down in your practice.

[COMPLETE NOW >>](#)