

FREE POCKET EDITION • 2026

The Construction Management Pocket Guide

Essentials from the Triangle PM
Construction Field Guide Series



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FREE TO SHARE

Pass this guide on in full and unaltered. Every digest is condensed from the full book it names — chapter references show where to read more.



How to use this guide

11 books, one format, about ten minutes each

Each book in the Triangle PM Construction Field Guide Series runs to between 90 and 320 pages. This pocket guide gives you the core of each one in four pages, so you can carry the essentials to site and decide which full book you need next.

1

THE BIG IDEA

The book's core framework, on one page.

2

IN PRACTICE

How the framework works on a live project.

3

TEN FIELD RULES

The takeaways to use on site tomorrow, with the chapter each one comes from.

4

ONE TOOL + GO DEEPER

A checklist or template from the book, and what the full book adds.

START WHERE YOUR JOB IS

If you are a...	Read these digests first
Construction / project manager	01 CM Field Guide · 04 Cost Control · 10 Leadership · 11 CM Tips
Planner or programme reviewer	02 Planning · 03 P6 · 08 Forensic Delay
Commercial, QS or contracts	04 Cost Control · 05 Procurement & Subcontract · 07 FIDIC 2017
PMO lead, director or client side	09 PMO & Governance · 06 Risk Register · 10 Leadership

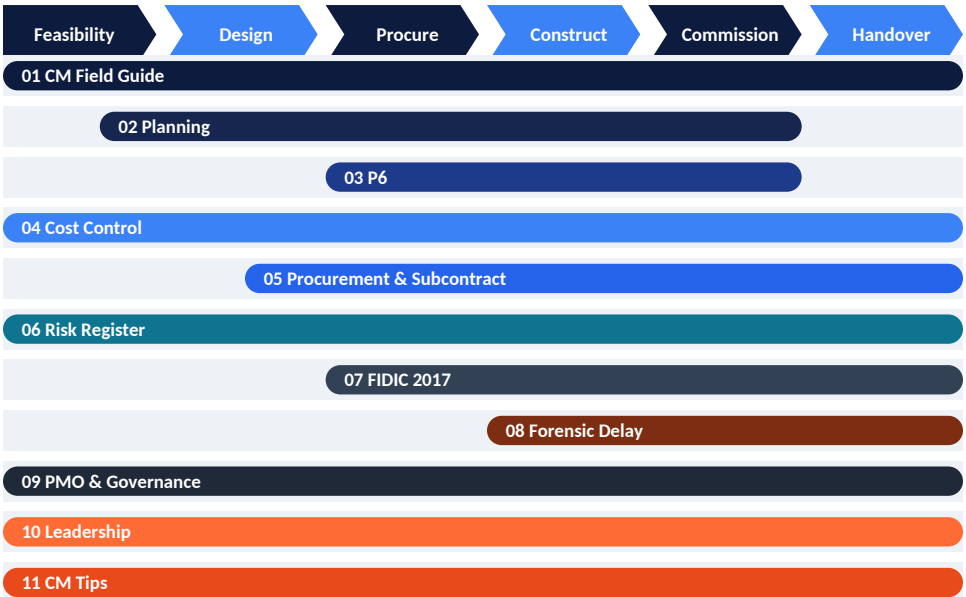
COMING IN NOVEMBER 2026

Digests 02 and 03 preview the **Construction Planning Field Guide** and **The Primavera P6 Field Guide**, both releasing in November 2026.



Where each book fits

Eleven books, one project lifecycle



Bars show where each book does most of its work — an author's guide, not a strict boundary.

HOW TO READ THE SERIES

Start with the **CM Field Guide** for the whole lifecycle. Add **Planning** and **P6** if you own or review the programme, **Cost Control**, **Procurement** and **FIDIC** if you own the money and the contracts, **Risk** and **Forensic Delay** when time and money are at stake, and **PMO** and **Leadership** once you lead the people who do all of it.

DIGEST 01 · FROM CONSTRUCTION MANAGEMENT FIELD GUIDE

Plan · Coordinate · Control · Close

The whole lifecycle in four functions

30 chapters

6 parts

Checklist in every chapter



1 · THE BIG IDEA

Every task a Construction Manager performs, from a five-minute site instruction to a twelve-month recovery plan, falls into one of four functions. Name them, and you can diagnose a struggling project fast: find the function that broke down, and you have found the real problem.

01 PLAN

Turn the design, contract and client objectives into an executable strategy: sequence, resourcing, procurement route and risk approach.

02 COORDINATE

Align trades, information, approvals and logistics so work in progress never waits on a decision, a drawing or another trade.

03 CONTROL

Measure cost, schedule, quality, safety and risk against the baseline, detect variance early, and act before it becomes unrecoverable.

04 CLOSE

Convert a finished asset into a documented, tested, operational handover — the function most schedules underestimate.

INSIDE THE FULL BOOK

- | | |
|---------------------------|-------------------------|
| 1 Foundations | 4 People & technology |
| 2 Setting up | 5 Recovery & completion |
| 3 Controlling the project | 6 Closing the loop |

1 · THE BIG IDEA IN PRACTICE

Use it on a live project

DIAGNOSE THE FAILURE, NOT THE SYMPTOM

Symptom on site	Function that failed
A trade arrives and has nothing to do	COORDINATE — information or approvals not aligned
Cost overruns found a month late	CONTROL — measurement lags reality
Handover documents incomplete at PC	CLOSE — never resourced as a phase
Programme unrealistic from day one	PLAN — the strategy was wrong

WHERE THE CM SITS IN THE LIFECYCLE



Phase	What the CM does there
Feasibility & design	Influence buildability, sequence and procurement while changes still cost a phone call, not a variation
Procurement	Shape the risk allocation you will carry for the next two years — read every clause you will live inside
Construction	Convert the plan into daily coordination and control
Commissioning & handover	Prove the asset works and hand over a documented, operable building

PRACTITIONER TIP

Appointed at construction start? Spend your first week reading the design and procurement history, not just the programme. You need to know which decisions are still open and which are locked.

2 · TEN FIELD RULES

Take these to site tomorrow

1	Every decision trades off time, cost and quality. Choose deliberately which constraint gives way — don't let it happen by default.	Ch 1
2	Influence over cost and risk is highest early and falls sharply once construction starts. Get involved as early as the contract allows.	Ch 1
3	Pre-construction readiness is a formal gate that checks genuine evidence, not scheduled intention, before mobilisation is committed.	Ch 7
4	Site management is a daily discipline every other control depends on. There is no phase where it is done.	Ch 9
5	Safety overrides every other priority. There is no defensible trade-off between safety and schedule, cost or convenience.	Ch 13
6	An RFI resolves a genuine gap in design information — not a disguised variation, claim or site instruction.	Ch 15
7	A delay event is necessary for an extension of time but not sufficient. Entitlement depends on proving critical path impact.	Ch 17
8	Recovery planning starts from honest acceptance that the project is behind, then asks what can genuinely be done from here.	Ch 25
9	Every complex project finishes with some defects. What matters is whether your team finds them before the client does.	Ch 26
10	A project's most valuable knowledge is also its most perishable. Capture it before the team disperses.	Ch 30

References show the source chapter in the full book.

3 · ONE TOOL

New project start checklist

From Chapter 1

- ☐ Decision authority matrix confirmed in writing
- ☐ Design and procurement history reviewed
- ☐ Key stakeholders and their roles mapped
- ☐ Delivery method and its risk allocation understood
- ☐ Current programme phase identified against the lifecycle
- ☐ First-week priorities agreed with the client representative

DO THIS TOMORROW

1. Write down the ten decisions you expect to make weekly on your current project.
2. Confirm in writing who signs each one.
3. Identify which lifecycle phase your project is in and what that means for your influence.

4 · GO DEEPER



Construction Management Field Guide

This digest draws on Chapter 1 and the chapter summaries. The full field guide follows the lifecycle across **30 chapters in 6 parts** — from feasibility, procurement and mobilisation through programme, cost, quality, safety and risk control, to recovery, practical completion, handover and lessons learned — with a field checklist and summary in every chapter.

[PDF on trianglepmo.org](https://www.trianglepmo.org) · [paperback on Amazon](#)

RELEASING NOVEMBER 2026

DIGEST 02 · FROM CONSTRUCTION PLANNING FIELD GUIDE

The Planning Control Loop

Plan it, run it, measure it, recover it — every month

10 parts

15 templates

One live project: Meridian



1 · THE BIG IDEA

Planning effort is front-loaded: weeks of work go into the baseline and very little into keeping it true. The loop reminds the whole team that the baseline is only the first lap. Planning decides what and how; scheduling models when; control decides what to do about it.



1 · THE BIG IDEA IN PRACTICE

Three formulas planners live by

A DURATION IS A CALCULATION, NOT A NEGOTIATION

$$\text{Duration} = \text{Quantity} \div (\text{Rate} \times \text{Crew} \times \text{Efficiency})$$

Record the basis for a specific place and condition. Use three-point estimates where work is uncertain — the skew tells you where the risk is. (Ch 8)

LAST PLANNER® — FILTER WORK THROUGH READINESS



The lookahead is where *should* becomes *can*, by finding and removing constraints. The weekly plan turns ready work into public commitments. PPC measures reliability, not progress. (Ch 29–33)

THE DATA DATE DIVIDES FACT FROM FORECAST

Before the data date	After the data date
Actual starts and finishes — fact	Logic-driven remaining work — forecast
Never edited to make the forecast look better	Remaining duration, not % complete, drives it

PRACTITIONER TIP

Do the forward and backward pass by hand at least once, so the software's answer is never a black box. (Ch 11)

2 · TEN FIELD RULES

Take these to site tomorrow

1	A programme is the record of the plan. Method and sequence decisions come first.	Ch 1
2	Plan with the people who will build, and plan around the real constraint — often the crane.	Ch 1
3	Logic is the programme: every activity needs a driving predecessor and successor.	Ch 7
4	A lag is waiting time only — never work. Model curing and lead times as visible activities.	Ch 7
5	The critical path moves every update and must be re-checked every time.	Ch 11
6	Before the data date is fact; after it is forecast. Never mix them.	Ch 19
7	Remaining duration, not percent complete, drives the forecast — get it from the people doing the work.	Ch 19
8	Procurement is part of the critical path. Plan backwards from the site need date to find the latest order date.	Ch 23
9	Measure progress; do not estimate it. Agree a rule of credit for each activity type at baseline.	Ch 36
10	A delay consumes float first; only the excess moves completion.	Ch 44

References show the source chapter in the full book.

3 · ONE TOOL

The ten-minute pre-issue check

From Chapter 20

Most update errors are handling errors — small, quick to make and able to move dates by weeks. Run these in order before any update leaves your desk:

- 1 Schedule options unchanged from the planning basis
- 2 Open ends filtered and closed
- 3 Constraints reviewed — hard ones justified
- 4 Lags checked — waiting time only
- 5 Invalid dates (actuals after the data date) cleared
- 6 Out-of-sequence activities reviewed and decisions recorded
- 7 Critical path traced and explained
- 8 Compared with the last update — every change explained

RED FLAG

A change between two updates that is not explained by progress, an approved change or a recorded decision is an error until proven otherwise.

4 · GO DEEPER



Construction Planning Field Guide

The full guide runs from planning principles and the baseline through P6 and MS Project, construction planning, Last Planner®, progress and project control, delay and recovery, and advanced planning — **10 parts**, a chapter checklist in each, **15 ready-to-use templates** and case studies, all on one live project.

Releasing November 2026 · trianglepmo.org

RELEASING NOVEMBER 2026

DIGEST 03 · FROM THE PRIMAVERA P6 FIELD GUIDE

Accept · Catch · Decide

P6 for the managers who review the programme

29 chapters

6 parts

One live project: MT25



1 · THE BIG IDEA

You do not need a full operator course to review a programme. You need to know where to look. The book's promise is on its back cover: accept the right baseline, catch the hidden delay, decide with evidence.

ACCEPT THE RIGHT BASELINE

01

Screen the submission with numbers, trace the Longest Path, sense-check durations and resources, then accept — or reject with reasons.

CATCH THE HIDDEN DELAY

02

Check every update, verify progress on site, track margin to the contract date and read critical-path shifts early.

DECIDE WITH EVIDENCE

03

Review recovery programmes and time impact analyses, understand the delay methods, and keep records that settle the facts.

WHO OWNS WHAT

The contractor owns the logic, the reviewer owns the response, the decision-maker owns the risk. (Ch 1)

INSIDE THE FULL BOOK

- | | |
|-----------------------------------|----------------------------|
| 1 The manager's view of P6 | 4 Control the live project |
| 2 Getting around P6 as a reviewer | 5 Recovery and delay |
| 3 Accept the baseline | 6 Governance and career |

1 · THE BIG IDEA IN PRACTICE

Ask the manager's questions

Every chapter opens with the question a manager actually asks. A few of them:

- “Whose programme is it, and what is my role in it?”
Ch 1
- “What must the contractor submit, what must I do, and by when?”
Ch 3
- “Could a setting be moving the completion date?”
Ch 7
- “Can I accept this programme as the baseline — and if not, what exactly must be fixed?”
Ch 9
- “Where is the programme hiding risk or float?”
Ch 10
- “Can the site actually build it this fast, in this order?”
Ch 11
- “Has the update been done properly?”
Ch 14
- “Is the reported progress real?”
Ch 15

THE EARLY SIGNAL

Margin to the contract date is the single best early signal. On the book's case project, margin crossed zero nine months before Update 1. (Ch 21)

2 · TEN FIELD RULES

Take these to site tomorrow

1	Ask for the XER, the schedule log and the narrative — not just the PDF.	Ch 1
2	Review like an auditor: measure, trace, record.	Ch 1
3	Calendars and schedule options can move dates without any change to the work. Check them first.	Ch 7
4	Read the schedule log first; turn each warning into a comment.	Ch 9
5	Trace the Longest Path from completion backwards. A break usually means a constraint.	Ch 9
6	The data date divides fact from forecast. Remaining duration must come from site.	Ch 14
7	Retained Logic and Progress Override can move forecasts with no change on site — know which one is set.	Ch 16
8	Recovery works only on the Longest Path, and only if the site can deliver it. Compare cost per day recovered.	Ch 22
9	A time impact analysis forecasts the effect of an event; it does not prove it.	Ch 23
10	Most 'concurrent' delay is sequential or absorbed by float.	Ch 25

References show the source chapter in the full book.

3 · ONE TOOL

Ten baseline screening checks

From Chapter 9

#	Check	Threshold
1	Missing logic (no predecessor or successor)	$\leq 5\%$
2	Leads (negative lag)	0
3	Lags	$\leq 5\%$
4	Finish-to-start share	$\geq 90\%$
5	Hard constraints	$\leq 5\%$
6	High float (> 44 working days)	$\leq 5\%$
7	Negative float	0
8	High duration (> 44 working days)	$\leq 5\%$
9	Calendars not in the planning basis	0
10	Longest Path continuity	Continuous

Thresholds for checks 1–8 as cited in the book from DCMA-EA PAM 200.1. Ten screening checks give numbers, not opinions.

4 · GO DEEPER



The Primavera P6 Field Guide

The full guide is written for project and construction managers and consultant engineers who review P6 programmes — **29 chapters in 6 parts** under FIDIC and NZS 3910, built on one 25-storey case project from baseline acceptance to delay assessment, with a 30-trick detection chapter and a competency test.

Releasing November 2026 · trianglepmo.org

DIGEST 04 · FROM THE CONSTRUCTION COST CONTROL FIELD GUIDE

See it · Explain it · Forecast it · Act on it

The four moves of cost control

16 chapters

8 parts

15 cost-control tools



1 · THE BIG IDEA

Cost control is not the monthly report. It is four moves made in order, every period. **Stop at move three and you have a report. Finish move four and you have control.** (Ch 1)

01 SEE IT

Measure the value earned against the cost incurred.

02 EXPLAIN IT

Trace every variance to a named cause.

03 FORECAST IT

Project the outturn from evidence.

04 ACT ON IT

Assign a corrective action and an owner.

INSIDE THE FULL BOOK

- | | |
|---------------------|-------------------------|
| 1 Foundation | 5 Analysis |
| 2 Estimate & budget | 6 Change, risk & claims |
| 3 Measurement | 7 The cost control room |
| 4 EVM & forecasting | 8 Triangle PM toolkit |

1 · THE BIG IDEA IN PRACTICE

Four numbers, one position

A cost position needs four numbers, not one. A paid-cost report is a history lesson. (Ch 6)

Number	When it happens
Committed	Contract signed — cost largely fixed
Accrued	Work done on site — accrue it now
Actual	Supplier bills — the accrual reverses
Forecast	The only number you can still change

THE EARNED VALUE CHAIN



EV must come from measured physical progress, never from cost incurred. (Ch 8)

A FORECAST YOU CAN DEFEND

Build it bottom-up package by package, compare it with $BAC \div CPI$, test the trends for double-counting, then state the method and sign it. (Ch 9)

2 · TEN FIELD RULES

Take these to site tomorrow

1	A budget that matches the subcontracts is worth more than a budget that matches the bill.	Ch 3
2	If the cost structure cannot hold the answer, no amount of reporting will find it.	Ch 4
3	A budget tells you what it may cost. A loaded baseline tells you what it should cost by now.	Ch 5
4	Every number in a cost report is only as good as the percentage complete it was built on.	Ch 7
5	Earned value comes from measured physical progress — never from cost incurred.	Ch 8
6	A variance without a mechanism is an observation. It will be back next month, larger.	Ch 10
7	A trend is the only cost information that arrives while you can still do something.	Ch 11
8	Change outside the baseline makes every other number in the report wrong.	Ch 12
9	Contingency is the only money spent without a decision — unless you write the rules first.	Ch 13
10	An extension of time protects you from damages. Only a cost claim pays for the time.	Ch 14

References show the source chapter in the full book.

3 · ONE TOOL

Ten of the twenty questions

From Closing reference

- 1 Is the control budget different from the contract sum, and can we show both?
- 2 What has been spent — and does that include work done but not yet invoiced?
- 3 How much of the budget is already committed, and on which packages?
- 4 Where does our percentage complete come from, and would a second surveyor agree?
- 5 What are CPI and SPI, and which way have they moved for four periods?
- 6 Which EAC method are we reporting, and is it stated on the report?
- 7 What TCPI does our forecast imply, and is it achievable with the crew we have?
- 8 What is the single largest variance, and what is its named cause?
- 9 How much approved change is still outside the baseline we measure against?
- 10 If this project finishes over budget, on today's evidence, when did we know?

PM INSIGHT

Listen to how long each answer takes, not whether it is right. A project with a working control system answers from memory or from one open document.

4 · GO DEEPER



The Construction Cost Control Field Guide

The full guide follows one project — Project Alpha — from tender to final account across **16 chapters in 8 parts**: estimate to budget, measurement, EVM and forecasting, variance and trends, change, risk and claims, the monthly cost report with the Triangle PM Cost Health Index, and **15 essential cost-control tools**.

[PDF on trianglepmo.org](https://trianglepmo.org) · [paperback on Amazon](#)

DIGEST 05 · FROM PROCUREMENT & SUBCONTRACT MANAGEMENT FIELD GUIDE

Buy on a clear scope. Manage on the record.

Procurement is the whole lifecycle, not the order

10 parts

22 templates

10 case studies



1 · THE BIG IDEA

Procurement is the whole lifecycle from need to closeout, not just placing orders. Information, materials and money must flow in step; most failures are a break in one of them. The quality of the buying sets the ceiling on what the project team can deliver. (Ch 1)

1

STRATEGY

Ranked objectives, route per package

2

TENDER

Prequalify, document, invite

3

AWARD

Evaluate, normalise, recommend

4

MANAGE

Kick-off, interfaces, progress

5

COMMERCIAL

Change, claims, payment, forecast

6

PERFORM

KPIs, early warning, remedies

7

SUPPLY CHAIN

Suppliers, long-lead, logistics

8

CLOSE

Five areas, lessons, ratings

1 · THE BIG IDEA IN PRACTICE

Award on three bases

Show every compliant tender on three bases, so the recommendation answers '*why not the cheapest?*' before it is asked. (Ch 24)

Basis	What it shows
Submitted	The legal offer, as received
Normalised	Every tender priced to the same scope and basis — scope gaps, programme and attendance adjusted
Risk-adjusted	The cost of qualifications, exclusions and capability risk you would carry

CONTRACT LINK

Under FIDIC 2017 the main contractor stays responsible for every subcontractor. An unclosed subcontract scope gap is the main contractor's cost. (Ch 1, 19)

THE FOUR CLOSING PRINCIPLES

- 1

Buy on a clear scope; manage on the record.
- 2

Act on probable events, not certainties.
- 3

Manage both contract tiers together.
- 4

Agree as you go; close in five areas.

2 · TEN FIELD RULES

Take these to site tomorrow

- 1 Strategy starts with ranked objectives, not a package list from the last job. Ch 2
- 2 Work back from the required-on-site date to find the latest award date. Ch 6
- 3 Prequalification is the cheapest risk control in procurement. Ch 9
- 4 Every exclusion needs a named owner. Draw interfaces — do not only describe them. Ch 12
- 5 Write and publish the evaluation plan before tenders arrive. Score on normalised, not submitted, prices. Ch 16
- 6 A qualification that survives into the subcontract becomes a contract term. Ch 20
- 7 Close scope and terms before price. Never bid-shop. Ch 23
- 8 If it is not written, it will be argued. Confirm oral directions in writing the same day. Ch 33
- 9 Agree variation values monthly, not at the final account. Ch 37
- 10 Warn early, on probable events, in writing — with defined triggers. Ch 51

References show the source chapter in the full book.

3 · ONE TOOL

Subcontract kick-off checklist

From Chapter 26

- ☐ Package file handed over by procurement
- ☐ Kick-off held before mobilisation
- ☐ Submittal schedule agreed
- ☐ HSE and quality plans requested with dates
- ☐ Commercial procedures explained
- ☐ Authority and contact list issued

WHY IT MATTERS

Hand the package from procurement to site before kick-off, and record who is authorised to give instructions. Scope management during the works is mostly interface management. (Ch 26–27)

4 · GO DEEPER



Procurement & Subcontract Management Field Guide

The full guide covers procurement strategy, tendering and prequalification, tender analysis and award, subcontract management, cost and change control, performance and risk, supply chain and closeout — **10 parts**, a checklist in every chapter, **22 templates** and **10 case studies**, under FIDIC with NZS 3910 notes.

Coming soon to trianglepmo.org

DIGEST 06 · FROM THE RISK REGISTER BLUEPRINT

Short · Priced · Owned · Scheduled · Wired in

Five vital signs of a live register

16 chapters

2nd edition

3 sample registers



1 · THE BIG IDEA

Risk management is a routine; the register is its memory. No weekly slot, no owners, no prices — and no amount of formatting will resurrect it. **A whiteboard with all five vital signs beats enterprise software with none.** (Ch 1)

1 SHORT

Ten lines that matter

2 PRICED

Days and dollars

3 OWNED

One name per line

4 SCHEDULED

A weekly slot

5 WIRED IN

Linked to the programme

INSIDE THE FULL BOOK

1 Chapters 1–7 · the core system

2 Chapters 8–12 · where projects bleed

3 Chapters 13–16 · opportunity, AI, records, closeout

4 Appendices · sample registers & templates

1 · THE BIG IDEA IN PRACTICE

Score with money on it

Two layers, always. $P \times I$ sorts the queue; days-and-dollars exposure makes the decisions. A register carrying only the first layer is a seating chart. (Ch 3)

WRITE RISKS AS SENTENCES, NOT TOPICS

Because ... there is a chance that ... leading to ...

With days, dollars and the affected path. (Ch 2)

EVERY RISK GETS EXACTLY ONE T

TREAT

The underfunded workhorse

TRANSFER

To whoever manages it best

TOLERATE

Knowingly, never by accident

TERMINATE

Change the plan

RED FLAG

A blank response column is tolerance by accident — the only option the decision tree forbids. (Ch 4)

2 · TEN FIELD RULES

Take these to site tomorrow

1	Five sources beat brainstorming: documents, the site walk, the grey heads, the pre-mortem and the interfaces.	Ch 2
2	Every response leaves a residual and creates a secondary. Both belong on the register.	Ch 5
3	Every column is a weekly question. Nine columns that get asked beat twenty that get skipped.	Ch 6
4	Rhythm beats heroism: 15 minutes weekly, 45 monthly, a freeze at month-end.	Ch 7
5	Size contingency from the register, not from habit.	Ch 8
6	Risk belongs with whoever manages it best. Every departure from that has a price.	Ch 9
7	Every schedule risk gets a postcode — the named path and the float it would eat.	Ch 10
8	The gaps between packages belong to the main contractor. Walk every boundary.	Ch 11
9	Fund the ordinary before the exotic: ground, weather and market cause most overruns.	Ch 12
10	Uncertainty is not a synonym for bad news. Record opportunities on the same page.	Ch 13

References show the source chapter in the full book.

3 · ONE TOOL

The live-register rhythm

From Chapters 6–7, 15

When	What happens
Weekly — 15 min	Top ten reviewed inside the existing meeting; each line has owner, action and date
Weekly	Drift arrows added; three up-arrows in a row force escalation
Monthly — 45 min	Full register and watch-list reviewed; promotion triggers checked
Month-end	Register set frozen and filed — the dated trail defends claims

☐

Health check: is the register short, priced, owned, scheduled and wired in?

☐

Top five re-scored with exposure against the price of the fix

☐

Watch-list split out, every trigger written

4 · GO DEEPER



The Risk Register Blueprint

The full blueprint builds the system over **16 chapters** — finding, scoring and responding, the live register, contingency, contract allocation, programme and interface risk, opportunities, AI-assisted review and claims-grade records — with **three complete sample registers** and blank templates.

[PDF on trianglepmo.org](#) · [paperback on Amazon](#)

DIGEST 07 · FROM FIDIC RED BOOK 2017 PRACTICAL HANDBOOK

Silence produces an answer

In FIDIC 2017, a diary is a commercial instrument

16 chapters

6 parts

Top 20 mistakes



1 · THE BIG IDEA

The 2017 edition is saturated with deemed provisions. Every review period you let run unanswered is a decision made by default — usually the one you would not have chosen. It rewards the party with the better tickler system and punishes the party with the better excuses.

If you...	The contract decides...
Don't object to a programme in the stated period	A Notice of No-objection
Don't respond to a proposed Subcontractor in 14 days	Consent
Don't challenge a late Notice of Claim in 14 days	It becomes a valid Notice
Don't determine within 42 days	A rejection
Don't issue a Taking-Over Certificate in 28 days	Completion is deemed

THE BIGGEST CHANGE FOR EMPLOYERS

The Employer can no longer simply deduct. A deduction now needs a Notice of Claim within 28 days and a fully detailed Claim within 84 days, like anyone else's (Sub-Clause 20.2.7).

INSIDE THE FULL BOOK

- 1 The contractual framework
- 2 Time
- 3 Money

- 4 Delivery and quality
- 5 Risk, relief and exit
- 6 Systems

1 · THE BIG IDEA IN PRACTICE

The mistakes are administrative

Sixteen of the Top 20 mistakes are failures of process ownership, not knowledge. In almost every case someone knew the rule. Nobody owned the date.

The five most expensive	Sub-clause
Writing letters instead of Notices	1.3
Notifying through a progress report or programme	4.20, 8.3
Missing the statement of contractual basis at day 84	20.2.4
Never fixing the awareness date	20.2.1
Running a Variation through Clause 20	13.3.1

PRACTITIONER TIP

Load every deemed outcome into your programme or document-control system in week one, not in month nine.

2 · TEN FIELD RULES

Take these to site tomorrow

1	Write Notices, not letters. A Notice must be identified as one.	1.3
2	Never notify through a progress report or a programme.	4.20 · 8.3
3	Fix the awareness date. The 28 days run from awareness of the event, not from measuring the delay.	20.2.1
4	State the contractual basis of the claim by day 84.	20.2.4
5	Run Variations through Clause 13, not Clause 20.	13.3.1
6	Object to an instruction before you start the work.	3.5
7	Expect consultation first (42 days), then a determination (a further 42 days).	3.7
8	Diarise the 42-day DAAB reference period — let it lapse and the dispute route closes.	21.4.1
9	Constitute the DAAB at the start, not when the dispute arrives.	21.1
10	Terminating needs two Notices where the clause requires two.	15.2 · 16.2

References show the source chapter or sub-clause in the full book.

3 · ONE TOOL

The clocks to put in the diary

From Chapters 1–9, 14

Event	Time limit
Notice of Claim	28 days from awareness
Fully detailed Claim	84 days
Engineer: agreement, then determination	42 + 42 days
Challenge a late Notice of Claim	14 days
Performance Security	28 days from Letter of Acceptance
Respond to a proposed Subcontractor	14 days
Issue Taking-Over Certificate	28 days from application
Refer a dispute to the DAAB after a NOD	42 days

Default periods in the General Conditions. Always check your Particular Conditions — they change these.

4 · GO DEEPER



FIDIC Red Book 2017 Practical Handbook

The full handbook works through the contract in **16 chapters and 6 parts** — roles, the Engineer's determination, notices, time, money, claims, quality, taking-over, termination, exceptional events and the DAAB — with working appendices and the **Top 20 FIDIC 2017 mistakes**, one page each.

Coming soon to trianglepmo.org

DIGEST 08 · FROM FORENSIC DELAY ANALYSIS HANDBOOK

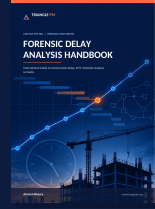
Three questions, in order

Every delay method is answering the same three

15 chapters

6 methods compared

15 working forms



1 · THE BIG IDEA

Every method in the handbook, however elaborate, answers three questions in order. If you cannot answer the first, the second is guesswork. (Ch 1)

WAS IT CRITICAL?

- 1 Was the event on the critical path, or did it make an activity critical? Delay within float does not delay completion.

BY HOW MUCH?

- 2 Did it delay completion, and by how much? The effect is measured on the completion date, not on the activity.

WHOSE RISK?

- 3 Whose risk was it under the contract? The analyst frames it; the decision-maker answers it.

BENCH RULE

Effect on an activity is not effect on completion. Show the path from activity to completion, or the days are not proved.

INSIDE THE FULL BOOK

- | | |
|-------------------------|--------------------|
| 1 Foundations | 4 Case file TPM-01 |
| 2 Methods | 5 Dispute forums |
| 3 Remedies and evidence | 6 Tools |

1 · THE BIG IDEA IN PRACTICE

Why delay claims fail

Most delay claims that fail do not fail on the arithmetic. They fail at one of five places:

Failure point	What it looks like
Weak programme	Open ends, lags used as float, unrealistic durations, never accepted
Unreliable updates	Wrong progress status, logic changed silently, guessed actuals
Missing records	No daily reports, photographs or correspondence tying event to work
Missed notice	Notice late or absent where the contract has a time bar
Method mismatch	Method chosen because it gave the answer, not because the records support it

THE SIX SCL PROTOCOL METHODS



2 · TEN FIELD RULES

Take these to site tomorrow

1	Write the question in one sentence before you open any programme.	Ch 1
2	Never let one tier do another tier's job — a technical protocol cannot create a contractual entitlement.	Ch 1
3	Report the layers, not just the answer. Let the tribunal apply the law.	Ch 2
4	Total float belongs to a chain, not to an activity.	Ch 3
5	Notice the event, not the consequence — the clock runs from awareness.	Ch 6
6	Name the method in its owner's language: SCL and AACE terms, not just 'windows'.	Ch 7
7	Test the sequence before you call it concurrency.	Ch 14
8	Cost follows the event, not the extension. A day of EOT does not carry a day of cost.	Ch 12
9	Diarise the lapse, not the deadline.	Ch 15
10	Build the file while the project runs. A claim built in real time is a two-week job at the end.	Ch 15

References show the source chapter in the full book.

3 · ONE TOOL

Before a delay claim goes out

From Tool T-13

- ☐ Contract right to an extension identified for each event
- ☐ Risk owner under the contract confirmed
- ☐ Notice given in time — or the reason for lateness understood
- ☐ Baseline and updates reviewed for reliability
- ☐ Method chosen with reasons
- ☐ Critical path shown at each data date
- ☐ Causal link shown for each event
- ☐ Concurrency identified and treated under the governing law
- ☐ Every fact traced to a document
- ☐ A second reader has checked the arithmetic and logic

Do not send with an open fail.

4 · GO DEEPER



Forensic Delay Analysis Handbook

The full handbook covers authority and jurisdictions, CPM and programme quality, records and notices, six methods compared on one mini-case, causation and concurrency, manipulation, and from time to money — **15 chapters**, one complete FIDIC 2017 case file, and **15 working forms**.

[Coming soon to trianglepmo.org](http://trianglepmo.org)

DIGEST 09 • FROM THE CONSTRUCTION PMO & GOVERNANCE PLAYBOOK

Governance • Controls • Assurance

A PMO exists to improve decisions, not to produce reports

19 chapters

6 parts

12 PMO tools



1 • THE BIG IDEA

A PMO is three jobs. A PMO that does only one leaves gaps — and a PMO that feels like overhead will be fed poor data by the site. (Ch 1)

GOVERNANCE

- 1 Decision rights, RACI, delegation, stage gates and escalation — who decides what, and when.

CONTROLS

- 2 Baselines, progress, earned value, KPIs and early warning — one data set, one cut-off date.

ASSURANCE

- 3 Health checks, audits, reviews and lessons learned — someone independent tests the evidence.

START HERE

Write down what the PMO can and cannot do before the first report. That document is the PMO Charter.

INSIDE THE FULL BOOK

- | | |
|--------------------------------------|--------------------------------|
| 1 Foundations | 4 Assurance and learning |
| 2 Governing the delivery disciplines | 5 Building and scaling the PMO |
| 3 Project controls and performance | 6 Toolkit |

1 · THE BIG IDEA IN PRACTICE

Gates and decisions

FIVE PRINCIPLES FOR GATES AND ESCALATION (CH 4)

- 1 A gate is a decision, not a status meeting: is it safe to commit the next tranche of money, time and risk?
- 2 Gate on evidence, not on date.
- 3 Put the strongest gates at the points of commitment: design freeze, contract award, start on site.
- 4 Escalate on trigger, not on certainty.

DECISION RIGHTS (CH 2-3)

A Accountability is one named person, not a committee.

1 One 'A' per activity. If two are accountable, nobody is.

✓ A decision that is not recorded has not been made.

§ If the contract, RACI and delegation matrix disagree, the contract prevails.

2 · TEN FIELD RULES

Take these to site tomorrow

1	Freeze the baseline. Revisions are new versions with a recorded reason, never overwrites.	Ch 5
2	Float has an owner. Unowned float is fought over later.	Ch 5
3	Govern the top risks, not the whole list. The board reviews about ten.	Ch 6
4	Assess every change for time, cost, risk and quality before it is directed.	Ch 6
5	Notify first, assess later. A protective notice costs little; a missed one can cost the entitlement.	Ch 8
6	Capture once, at source. Nobody re-keys the same number.	Ch 9
7	Set RAG by rule. A colour is a calculation, not an opinion.	Ch 11
8	Every amber and red has an action, an owner and a date — otherwise the colour is decoration.	Ch 11
9	Separate doing from checking.	Ch 13
10	Capture lessons as you go. A weekly note beats a closeout memory.	Ch 14

References show the source chapter in the full book.

3 · ONE TOOL

Set up a PMO in 90 days

From Chapter 16

Days	Focus	Key actions	Sponsor sees
1–30 Stabilise	Agree authority, fix the worst pain	Interview the team; sign the PMO Charter; open the Notice and Baseline Registers; agree the reporting calendar	A one-page findings note and a signed Charter
31–60 Standardise	Common rules and rhythm	Issue the governance framework, RACI and delegation matrix; start change and risk registers; first four-page monthly report	The first monthly report with decisions requested
61–90 Sustain	Embed and check	First gate readiness review; first health check; retrospective; plan the next quarter	Evidence of effect and a 6-month plan

LISTEN FIRST

In the first two weeks, ask the team what causes the most rework and delay. Fix a few things well. (Ch 16)

4 · GO DEEPER



The Construction PMO & Governance Playbook

The full playbook covers PMO types and governance, schedule, cost, risk, change, procurement, quality, HSE and contract governance, project controls, health checks and assurance, a maturity model and scaling to enterprise PMO — **19 chapters in 6 parts with 12 ready-to-use tools.**

Coming soon to trianglepmo.org

DIGEST 10 • FROM THE CONSTRUCTION LEADERSHIP BLUEPRINT

People • Project • Governance

The Triangle of Construction Leadership

30 chapters

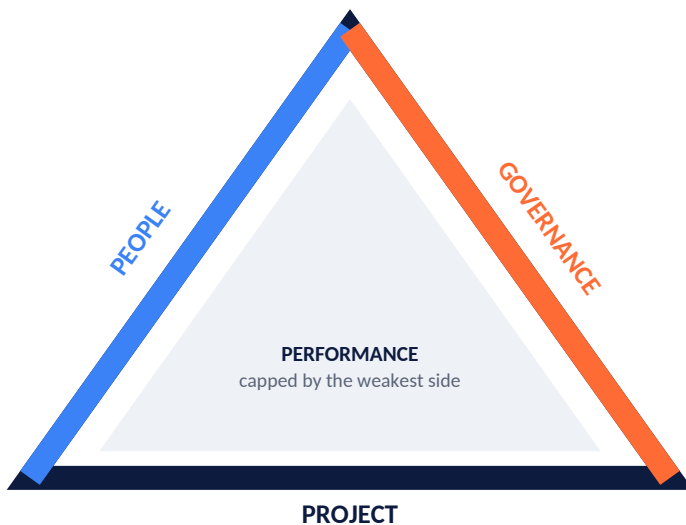
12 parts

6 signature frameworks



1 • THE BIG IDEA

A project performs only as well as its weakest side: people, project or governance. Leadership is the work of finding that side and fixing it before the programme finds it for you. (Ch 1)



PEOPLE

Team • Culture • Stakeholders • Supply chain

PROJECT

Programme • Cost • Risk • Quality & safety • Commercial

GOVERNANCE

Decision rights • Accountability • Controls • Contract administration

1 · THE BIG IDEA IN PRACTICE

The Leadership Equation

$$\text{Leadership Impact} = (\text{Hard Skill} + \text{Soft Skill}) \times \text{System} \times \text{Decision}$$

Skills add; systems and decisions multiply. Fix the lowest multiplier first — it gives the biggest return. A zero in System or Decision collapses the value of every skill. (Ch 3)

THE 6C DECISION FRAMEWORK (CH 6)



A late decision is still a decision — usually the most expensive one. Consult for information, not for consensus. If it isn't recorded, it wasn't decided.

MANAGING VS LEADING

Managing produces accurate reports. Leading changes what next month's report will say. (Ch 1)

2 · TEN FIELD RULES

Take these to site tomorrow

- | | | |
|----|---|-------|
| 1 | Communication is measured by what people do next. Bad news loses options every week it waits. | Ch 4 |
| 2 | Negotiate entitlement first, then value. Settle variations monthly, not at the final account. | Ch 7 |
| 3 | Build influence before you need it. Make saying yes easy: complete, clear and early. | Ch 8 |
| 4 | A programme isn't a plan until the site believes it. | Ch 9 |
| 5 | Budgets are controlled by decisions, not reports. Lead cost to complete, not cost to date. | Ch 10 |
| 6 | A risk without an owner and a dated action is just a worry. | Ch 11 |
| 7 | Lowest price is not lowest cost. Test capability before award — and call the referees yourself. | Ch 14 |
| 8 | The standard you walk past is the standard you accept. | Ch 17 |
| 9 | Projects fail slowly, in view of everyone. Recovery options narrow every month you wait. | Ch 24 |
| 10 | Stabilise, re-plan, then rebuild confidence — in that order. Commit once, and hold. | Ch 25 |

References show the source chapter in the full book.

3 · ONE TOOL

Find your weak side in 15 minutes

From Chapter 1

Weak side	What you see on site	First leadership move
People	Meetings without the site team; subcontractors escalating around you; key people leaving	Be visible where the work is; one-to-ones with key people; close small promises fast
Project	Nobody believes the programme; forecast surprises; repeated rework	Rebuild the lookahead with the people doing the work; weekly forecast review
Governance	Verbal changes; decisions reopened; reports that don't match the site	Start a decision log; confirm instructions in writing; publish approval limits

- 1 Score each side 1–5 individually, without discussion (5 min).
- 2 Compare with two colleagues from site and commercial (5 min).
- 3 Agree the weakest side and one action to start this week (5 min).

4 · GO DEEPER



The Construction Leadership Blueprint

The full blueprint is a leadership operating system for project managers, construction managers, project directors and PMO leads — **30 chapters in 12 parts, six signature frameworks**, and Leadership Laboratories built on real site and boardroom scenarios.

[PDF on trianglepmo.org](https://trianglepmo.org) · [paperback on Amazon](#)

DIGEST 11 • FROM CONSTRUCTION MANAGEMENT TIPS & INSIGHTS

100 tips • 14 disciplines

Field-tested, from the first site walk to final account

14 chapters

100 numbered tips

Tip Finder index



1 • THE BIG IDEA

One hundred numbered tips across fourteen disciplines — each chapter with a common-mistake-versus-best-practice view, key takeaways and a Monday-morning checklist you can run this week.

01 Leadership & Communication

People deliver projects — programmes don't

02 Planning & Scheduling

Programmes crews actually believe in

03 Cost Control & EVM

Know your position before the month-end does

04 Risk Management

Registers that live on site, not in drawers

05 Procurement

Buying right beats buying cheap

06 Contracts & Claims

Read it, run it, record it

07 Site Management

Winning the day, every day

08 Quality Management

Right first time is the cheapest schedule

09 Safety Leadership

Culture is what happens when you're not looking

10 Lean Construction

Attack the waste, respect the crews

11 BIM & Digital

The model is a decision tool, not a deliverable

12 AI Tools for CM

Augment judgement — never outsource it

13 Project Closeout

Finish strong — the last 5% is your reputation

14 Career Development

Build yourself like you build projects

1 • THE BIG IDEA IN PRACTICE

Sixteen one-liners worth pinning up

Bad news is perishable. Report it early, with a recovery plan.

CH 1

Durations are calculations, not negotiations.

CH 2

Float belongs to the project. Register it and track who spends it.

CH 2

Spend and progress only mean something together.

CH 3

Price risks in money and days. Colours can't be compared to a mitigation quote.

CH 4

The low bid is a question, not an answer.

CH 5

Notices are the contract working, not war starting.

CH 6

Records win disputes before lawyers do.

CH 6

Logistics is strategy. The crane is the heartbeat.

CH 7

Unit one is the whole game in repetitive work.

CH 8

Aim attention at the fatal few — and verify critical controls physically.

CH 9

Waste hides behind busyness. Stand still for twenty minutes and count.

CH 10

Models earn money by answering site questions.

CH 11

Fluent is not correct. Verify every number, clause and citation.

CH 12

Agree what 'done' means at 70%, not at 99%.

CH 13

One skill gap a year, filled properly.

CH 14

2 · TEN FIELD RULES

Take these to site tomorrow

1	Presence is a management tool. Walk daily, vary your route — the site tells the truth faster than any report.	Ch 1
2	The programme is a contract with reality. Build it bottom-up with the crews who will deliver it.	Ch 2
3	Your position is commitments, not invoices. Money is spent when you sign.	Ch 3
4	A live register is short, owned and dated. 'Monitor' is hope wearing a tie.	Ch 4
5	The procurement schedule is the construction programme wearing different clothes.	Ch 5
6	Ten clauses run your daily life. Read them, laminate them, brief them.	Ch 6
7	Projects are won by lunchtime: ten-minute huddles and a visible plan at the workplace.	Ch 7
8	Benchmarks end arguments before they start. One signed standard per finish type.	Ch 8
9	Your site believes your feet, not your posters. What you walk past, you approve.	Ch 9
10	Closeout is a discipline, not a phase. A trade isn't finished until its paper is.	Ch 13

References show the source chapter in the full book.

3 • ONE TOOL

A Monday-morning checklist

From Chapters 1–13

- ☐ Walked the site at an unusual hour and talked to three crews
- ☐ Walked the critical path on site — not just on screen
- ☐ Commitment register reconciled — not just paid costs
- ☐ Top 10 risks reviewed — each with owner, action, date
- ☐ Procurement schedule reviewed against site need dates
- ☐ No live event is outside its notice window
- ☐ Daily huddle running — every crew, three questions, ten minutes
- ☐ This week's fatal-risk work identified; controls verified physically
- ☐ 20-minute waste count done in the busiest zone
- ☐ Closeout document register current — gaps chased

4 • GO DEEPER



Construction Management Tips & Insights

The full book has **100 numbered tips in 14 chapters** — leadership, planning, cost and EVM, risk, procurement, contracts, site, quality, safety, Lean, BIM, AI tools, closeout and career — with a Tip Finder index at the back.

[PDF on trianglepmo.org](http://trianglepmo.org) • [paperback on Amazon](#)



One-page cheat sheet

The one line to remember from each book

01	CM Field Guide	Diagnose by function: Plan · Coordinate · Control · Close — find the one that failed.
02	Planning	Duration = Quantity ÷ (Rate × Crew × Efficiency). Before the data date is fact; after it is forecast.
03	P6	Trace the Longest Path from completion backwards. Margin to the contract date is the best early signal.
04	Cost Control	See it · Explain it · Forecast it · Act on it. Stop at three and you have a report.
05	Procurement	Compare tenders submitted, normalised and risk-adjusted. Buy on a clear scope; manage on the record.
06	Risk Register	Because ... chance that ... leading to ... — priced in days and dollars, one owner, reviewed weekly.
07	FIDIC 2017	Notice of Claim 28 days from awareness; fully detailed Claim 84 days. Silence produces an answer.
08	Forensic Delay	Was it critical? By how much? Whose risk? Answer them in that order.
09	PMO	Governance, controls, assurance. A colour is a calculation; every red has an owner and a date.
10	Leadership	Impact = (Hard + Soft Skill) × System × Decision. Fix your weakest side first.
11	CM Tips	Presence is a management tool. Your site believes your feet, not your posters.

START ON MONDAY — PICK THREE

Run the **new project start checklist** (01) · the **ten-minute pre-issue check** before your next update (02) · ask **ten of the twenty cost questions** at the next cost review (04) · put the **FIDIC clocks** in the diary (07) · find your **weak side in 15 minutes** with two colleagues (10).



Go deeper: the full Field Guide Series

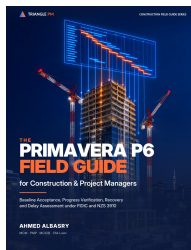
Each digest is the start. The full book is the method.



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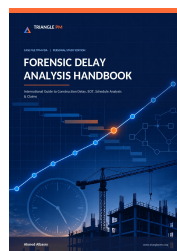
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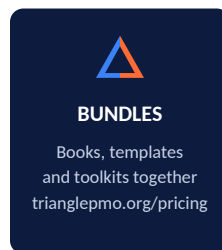
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Ahmed Albasry is a Project Manager, Construction Manager and Building Surveyor with over 20 years of construction experience across UAE and New Zealand. He writes the Triangle PM Construction Field Guide Series and publishes free practitioner tools, templates and articles at trianglepmo.org.

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