How Long Does An Engagement Run

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Engagements run in periods. Not weeks, not months. Periods, because that is the unit your operation already closes its books on and the unit its results actually show up in.

That is not a preference about vocabulary. A month is a calendar artifact with a different number of Fridays in it every time, and reading operating change against a moving unit gives you noise you will mistake for signal. The period is the honest unit.

What Sets The Length

The change does. Not a contract term, and not a subscription. Some constraints are named and lifted inside a period because the work was structural and the operator was ready to run it. Others take several, because the constraint sits in capability rather than in a system, and capability is built at the speed a person can actually absorb it.

What I will not do is set the length first and then fill it. Length follows the change effort, it does not define it. The fee is priced against the value of the change effort you require, which means the duration is mine to manage and the result is what you are buying.

How You Will Know It Is Working

Perspective moves first. You start reading the operation differently, and things that were invisible or tolerated get named. If that has not moved, nothing downstream is going to, and that is a read you can take within the first period rather than waiting for the P&L to tell you at the end.

How the work is priced: Growth. The published prices: The Operator's WorkShop.

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