

THREEFOLD DEVELOPMENT PARTNERS

CAPITAL • DEVELOPMENT • CONSTRUCTION

GUIDE

Fractional Development Leadership Guide

What fractional development leadership is, what it is not, and the five terms every engagement must fix in writing before it starts: authority, cadence, deliverables, term and handoff.

For: Owners, family offices and operating companies with projects but no in-house leadership

Decision it supports: Whether fractional leadership fits your situation, and how to define it if it does.

Aligned in purpose. Disciplined in execution. Built to endure.

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Work through it with the record in front of you rather than from memory. Where an item cannot be evidenced, write down that it cannot, and the date you checked. A gap you have written down is manageable; a gap you have assumed away is not.

WHAT THE ROLE DOES

- ☐ Holds the owner's decisions in one place and makes them on cadence.
- ☐ Runs consultants, contractors and approvals as a single sequence.
- ☐ Maintains the cost, schedule and assumption record the owner relies on.
- ☐ Prepares the owner's decisions rather than deferring them.
- ☐ Builds the controls that remain after the engagement ends.

THE FIVE TERMS TO FIX IN WRITING

- ☐ Authority: what may be decided without the owner, and up to what threshold.
- ☐ Cadence: how often the work is reviewed, in what format, with whom.
- ☐ Deliverables: the specific records produced, not a description of effort.
- ☐ Term: the duration and the conditions for extension or ending it.
- ☐ Handoff: who receives the role, and what is transferred to them.

WHEN IT IS THE WRONG ANSWER

- ☐ The decision needed is a licensed professional opinion, not leadership.
- ☐ The project needs a full-time presence on site every day.
- ☐ Authority cannot or will not be delegated in any form.
- ☐ The real problem is an unresolved ownership disagreement.
- ☐ The work is a single discrete review, better scoped as advisory.

MEASURING IT

- ☐ Decisions closed per cycle, versus decisions carried.
- ☐ Cost and schedule movement with causes identified, not just totals.
- ☐ Assumptions converted into verified facts.
- ☐ Controls installed and still working without prompting.
- ☐ Whether the handoff would be possible today.

IMPORTANT

General working material, not advice for a specific project. Nothing in this document is an offer of financing or securities, a commitment of funds, an appraisal, or a legal, tax or engineering opinion. Verify every item against your own counsel, licensed design professionals and the authority having jurisdiction.

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