

**WHY PROJECTS SOMETIMES APPEAR TO BE WINNING,
BUT ACTUALLY END UP LOSING**

The vicious job loop is an endless cycle of misrepresentations

FILLING THE BUCKETS

Consider a firm with only three cost codes. A drywall contractor with “framing,” “hang drywall,” and “finish drywall” codes—or a civil contractor with “clear and grub,” “rough grading,” and “finish grading.” Three linear codes that in essence capture the hours associated with each phase of a project—beginning, middle, and end. But how often does an organization believe

About the Author

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About the Article

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