



LET'S TALK ABOUT THE AWKWARD PART OF OUR BUSINESS



THE PART OF
PROJECT
MANAGEMENT
NOBODY PUTS IN
THE PROJECT
PHOTOS.



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Cash flow: the structural system nobody puts on the drawings.

Nobody gets into engineering because they love sending invoices. And we're fairly certain nobody hires an engineer because they're excited to receive one from us. But accounts receivable is one of those not-so-glamorous parts of the business that keeps everything else moving.

A little story time.

Not long ago, we had an invoice that had been hanging out on our aging report a little longer than we would have liked. The project team knew the client well. Our relationship was good. The project was moving forward. So, what was the problem?

Turns out, it really wasn't a payment problem at all.

A quick conversation uncovered that the project had evolved, additional services had been performed, and somewhere between our project team, the client's project manager, and accounting, everyone had a slightly different understanding of where things stood. No dramatic showdown. No strongly worded collection letter. Just a conversation that probably should have happened sooner.

And if you've been in this industry long enough, you know that isn't exactly unusual.

Every company does things a little differently. Different billing cycles. Different approval processes. Different software. Different people who need to sign off. Some want backup with everything. Others need a PO before an invoice can even make it through the front door. Add owners, architects, contractors, consultants, project managers, and accounting departments to the mix, and even a simple invoice can take an interesting journey.

The good news? We're all trying to get to the same place. We want projects to move forward. We want fewer surprises. We want clear communication. And none of us really wants to spend an afternoon tracking down an invoice from three months ago.

In this case, we got everyone on the same page, cleaned up the paperwork, and moved forward. And that's exactly why we pay attention to AR. An aging report might look like a bunch of numbers and dates, but sometimes it's telling us something much more useful: there's a conversation that needs to happen.

Our clients count on us to manage scope, communicate when something changes, invoice clearly, and keep projects moving. We rely on that same communication from the other side. Our processes may look a little different, but ultimately, we're all in this together. When the communication works both ways, the business side of a project tends to run a whole lot more smoothly.

So yes, we watch the numbers. Closely. But behind every invoice is a project, and behind every project is a valued relationship. And sometimes the best accounting tool we have is simply picking up the phone. We know, it's 2026. Picking up the phone can be scary enough on its own. But every now and then, the old-school approach really does get the best results.



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