

Before you add another project manager

A five question check for agency owners

A busy team may need more capacity. It may also be spending time chasing inputs, approvals, and decisions. Before deciding, I would take one recent delayed project and check the handoffs below.

Check	Look for this evidence
Was the sold work clear?	A scope version the delivery owner can locate, with deliverables and exclusions that match the kickoff.
Was the project ready to start?	Required client inputs, a named owner, and an explicit ready decision or approved exception.
Could someone approve the work?	One final approver, the criteria they check, and the date a decision is needed.
Were changes authorized first?	A written decision on scope, fee, and timing before the changed work began.
Did someone own the next step?	For each blocker, one responsible person, a next action, and a due date.

Use the record you have

Mark each item clear, incomplete, or unknown. Write down where you found the evidence. An unknown is a question to investigate, not proof that the team failed.

Then ask the project owner: What actually prevented the next step? What evidence supports that? Was the delay caused by a missing decision, missing information, unavailable capacity, or something else? More than one explanation may be true.

Make one practical change

Choose the most consequential gap and assign one owner to fix it on the next project. Agree what completion looks like. Review whether it was used before declaring that it worked.

If the handoffs are clear and work still waits for available people, capacity may deserve a closer look. One project cannot establish a staffing requirement, but it can tell you what to investigate next.

If you want an outside review

I offer a Client Delivery Review for independent web and digital agencies: one workflow, up to three projects, and up to eight artifacts. Receive up to three evidence-supported constraints, one completed template, and a prioritized 30-day action plan. Starting at \$3,000. Scope and fee are confirmed before engagement.

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Engagements are subject to fit, availability, and conflict-of-interest review. I do not accept facilities-management, retail, or restaurant engagements.

Visit nekulakadvisory.com/contact and describe one handoff that repeatedly needs your attention.

I will confirm whether the review fits before booking.