

PM CONSTITUTION.

1 Experience and Curiosity

PM partners are seasoned former leaders with at least two decades of commercial experience, typically having managed managers and owned a P&L in their corporate careers. PM distinguishes itself by being a community of leaders with coal-face experience rather than career consultants or academics. However, PM partners remain committed to continuous learning, focusing on emerging trends and technological advancements to future-proof their skills.

2 Freedom and Flexibility

PM partners enjoy the freedom to manage their practices as they see fit. They decide their work hours, choose their clients, define their services, and set their rates – all without judgment. However, they are expected to engage in business development activities. We have no delivery-only partners and do not offer an associate model for those unwilling to develop new business. Our franchise arrangement is fundamental to PM's structure, and we do not employ salaried consultants.

3 Exclusivity and Liberty

PM partners must conduct all consulting activities – advisory, coaching, training, facilitation, conference speaking, interim leadership, or project management – under the PM banner. However, they are free to run unrelated businesses outside their PM practice and can leave PM at any time without any future trading restrictions.

4 Professional Standards

While PM partners must uphold the highest professional standards – such as the Management Consulting Association's Consulting Excellence® standards – there are no set targets or specific performance expectations. The ultimate measure of a partner's performance is client satisfaction.

5 Flexibility for Support Staff

Our team of Executive Assistants are also held to high professional standards. However, they are free and encouraged to work flexibly and prioritise their families' needs. Their performance is judged by the satisfaction of their partners and clients.

6 Minimal Administrative Burden

PM operates to minimise friction for partners. Beyond maintaining their own company records and compliances, we do not require partners to fill out tracking or monitoring systems for PM's benefit. Any necessary PM record-keeping is handled by full-time staff, not partners.

7 Client Convenience

PM operates to minimise friction for clients as well. While complying with laws and regulations, we do not require clients to sign contracts. If clients request we sign their contracts, we agree to them readily, provided they do not restrict our ability to trade with others or impose unreasonable indemnities or remedies.

8 Client-First Approach

At PM, we prioritise a client-first, blank sheet mentality. We never push our intellectual property (IP) for its own sake. When we do use our IP, we often grant clients a perpetual free license and never charge licensing fees for materials developed for them. We avoid defaulting to the use of any IP – ours or others' – unless it truly benefits the client. (We reserve the right to develop chargeable IP in the future.)

9 Environmental and Social Responsibility

PM, its partners, and all future staff will always adhere to the highest standards of environmental and social responsibility. When this constitution was drafted, B Corp® was the highest standard, and we were fully committed to it. If a superior standard emerges, PM will put in place plans to meet and then exceed it.

10 Supportive and Challenging Culture

PM is a no-nonsense organisation where partners act as true Critical Friends to each other, their clients, and the organisation. Neither constant criticism nor blind positivity are welcome at PM. Instead, we support and challenge each other in equal measure. All partners, whether equity holders or not, have equal status.