From Temple Law to Corporate Leadership: A Conversation with Matt Brinker

Marco: [00:00:00] All right, Matt. Why don't you introduce yourself to our audience?

Matt: Marco, thanks for having me. Matt Brinker. I'm a partner at Royer Cooper Cohn & Braunfeld. If you haven't heard of us, we're RCCB based in Philadelphia, Conshohocken, have offices in New York, New Jersey, and Nashville as well. And since the beginning of this year, I've become the Chair of the Corporate Group, though I've been here for over 10 years in a great place to grow as an attorney at RCCB. [I] started my career out of Temple at Drinker Biddle. So I'm an alum of Temple Law class of 2012. And my practice includes M&A, venture capital, financing, whether it's equity financing, debt financing, startup work...

But for the most part, representing middle market businesses, owners, investors, entrepreneurs in that space. I've always been a transactional lawyer. If you have any litigation questions, I'll have to defer 'cause that's nothing that I want to do, but yeah, I've been a deal lawyer at RCCB for over 10 years starting in 2015.[00:01:00]

Marco: Well, first of all, congratulation on the recent-ish nomination to the Chairmanship. Let's start at the beginning. Let's start at Temple Law. You're an alum. Why don't you tell us how you got to Temple, so your career before then, your path before then, and then what got you through Temple. What do you think has helped you become a successful law student?

Matt: I'm originally from Ohio, so born and raised in Cincinnati, went to college in Baltimore, met my wife there. My wife's actually from Bucks County, she's what brought me back. Her family, or what brought me to the Philadelphia region. After undergrad, I took a job as a paralegal working in immigration law.

Undergrad, I was a writing major. I really enjoyed literature, creative writing political science, I was a German minor as well; studied abroad there. But I didn't quite know what I wanted to do. I knew it probably involved words and not so much numbers? I'm more of a writer than I am a mathematician.

[00:02:00] But I just found myself thinking through, "Well, what should I do?" and a job working as an immigration paralegal was a great opportunity there. My wife was going to medical school, and that took us to Erie, Pennsylvania. So we went to Erie, Pennsylvania for two years.

I knew I wanted to go to law school at some point, but one, I wanted some work experience beforehand, which I think is incredibly valuable. Get some work experience before going to law school. And two, I wanted to figure out, well, maybe it's not just law. So I was, I knew I wanted to go more in the transactional world most likely, so I was gonna do a JD/MBA when I got to Temple, and with the change of moving to Erie, Pennsylvania for two years, I sort of pivoted and did the MBA first.

So, I ended up doing an online MBA program back, now I'm dating myself, back when there's, you know, really only a few coming out. Temple has a great online MBA program. But Temple was not offering that one at the time or required some in-person presence. I was in Erie, Pennsylvania.

Very hard to get back from Erie to Philadelphia. So, I ended [00:03:00] up doing an exclusively online program with Indiana University, which is a great way to get my MBA. Learned a lot about finance, about business. Having been that creative writing major as an undergrad, really, you know, needed a crash course in accounting, in marketing, in finance generally.

So, that was a great experience. But again, I’m not the one who's gonna be diving into spreadsheets as much; I'm more into the words. So, I knew I was gonna continue on and go to law school once we moved back to Philadelphia. In 2009, that's when we moved back to the Philadelphia area.

Very fortunate to be with my wife and her family in Bucks County, and then commuted into Temple every day on the train. So, I guess it was the R5 then. They've changed it now. It's the, the Doylestown line. Still the same train, but that was, one challenge to be so far away from school and commuting every day, but I think the way to make it work, and, and it applies even if you're living on campus, is [to] treat law school like it's a job.

I would go [00:04:00] in on the train in the morning, come home at night, focus on getting work done while at school. You've got your classes you've got your reading to do in between. You've got your outlining. You really have to focus and just kinda get the work done. Plan out your week.

I had a train schedule I had to fit my work around. So, I mean, I guess the fortunate thing was I'm sitting on the train with my highlighters, doing my yellow and pink and blue. You got your system of outlining and everything. So it was a set time every day that forced me to study.

But, anyone can do that, and I think that is really how you can succeed in law school. I didn't know that that was the way to succeed. I just sort of got some feedback from some other people, some guidance from some people, and it turned out to work really well. I could get my outlines done.

I understood the content, understood how to write persuasively and in an organized fashion. Yeah, having that built-in not nine to five 'cause it was maybe like seven to seven or something like that, 'cause I was getting there early for classes and then staying late. And then you [00:05:00] add in Law Review, you add in other clubs and things. But if you treat it like a job and you put that time in, you're definitely gonna get back the reward.

Marco: Great. Thank you, Matt. And you kinda mentioned how you have known for a long time, you knew you wanted to do transactional work, but did you have a moment where that clicked for you? And what helped you figure that out?

Matt: Well, I guess, I like a good argument every now and then, but I knew that, like, litigation was, not for me.

It's just not my vibe, so to speak. I like doing deals. I like being in the win-win scenario where I can find a solution for both sides. and I think that's sort of always been part of my personality. I was very fortunate to have an internship my 1L-year with a judge. It was a Magistrate Judge, which I think I really liked that as well.

One, he's a great judge, Judge Strawbridge. But also it, it allowed me to sort of watch negotiations play out in settlement conferences. So if you know, magistrate judges oftentimes are delegated [00:06:00] cases to get them settled. And he was a great mediator in getting that done. I sort of watched him work through both parties sort of tactical measures to take to help the parties come to a settlement.

And just really, thinking about what's the win-win transaction. Even though it's a litigation settlement, they don't like each other, you know. It's not a win in their mind if they have to settle maybe, but it is coming to a resolution that both sides can live with and accept. And so, I think That summer confirmed that I, I really like the negotiation and the deal-making part of being a lawyer.

Less so the litigation strategy and tactics. I know some great litigators, and it just takes a certain character or constitution to be a great litigator, and that's not necessarily me. But I hope to be a great deal lawyer one day. You know, it's always growing. Some people say I can do it now, but I think I'm still learning. It's always good. I mean, I think as far as, like, business law too, it goes back to maybe when I was a paralegal. It was very regulatory-driven, very [00:07:00] form-driven, so it was really... You know, I didn't know anything about the law. I'm this creative writing major in undergrad.

But I really learned a lot about how businesses are organized and administered. I'd have to read financial statements, dig into business plans as part of these immigration applications. It was, it was employment-based immigration; so, employers were bringing in employees that they were sponsoring, or it was an entrepreneur applying for immigration visa to start up their business in the U.S.

And so, I had to really understand that as part of the regulatory advocacy process. You've got to really understand and advocate for your client. Even if it's form-driven, even if it's very questionnaire-driven, you gotta position it in the right way. And, and having to understand those businesses as part of that process really got me excited about the business side of things.

I was like, "Eh, you know, I could do the regulatory side," but I, I think I really got into the business side by just understanding these businesses, talking to them, listening to these entrepreneurs as they're starting new ventures in the U.S., or listening to the HR department talk about their global [00:08:00] human resources strategy and how they need to move these engineers from one jurisdiction to the other because of this one contract that they won in one jurisdiction.

I thought that was just really interesting and something I wanted to continue learning. I'm like, "You know, I-- Being a corporate lawyer sounds pretty cool, so maybe I'll check it out."

Marco: Yeah, and it's great to see how working in one field also helped you learn about a different field. So, you were worried about not dating yourself. I'm sorry, I am going to date you a tiny bit. You graduated from Temple Law in 2012. We are now in 2026, and you've become the Corporate and Business chair at RCCB. Why don't you tell us about what happened in between, in those 14 years?

Matt: Sure. Well, I guess it, it started 'cause I did a summer program. I was fortunate enough to get a summer associate position at Drinker Biddle, Faegre Drinker now. And when I did the, the summer program, they have a great training culture there, and they divide the summer into litigation and corporate. And that summer I had a [00:09:00] chance to delve into a variety of transactional work, but work on some M&A work, work on some corporate formation work, startup work, as well as do some litigation research.

And it sort of confirmed, like I, I'm going on the right path by doing transactional. I got very lucky to get a job coming out of law school at, at Drinker Biddle, where I started and spent the first almost three years of my career. And sort of going back to that, what I mentioned before, the teaching culture there, I learned a ton in those, those three years.

I did a variety of transactional work. Jill Bronson on the Credit team, on the Corporate Finance team, taught me a lot about credit facility work that I still use today. Working in Private Equity and M&A. I did a ton of Private Equity M&A while I was there. Learning from the basics of just how to get a deal closed.

What are the basics of a deal? W- what does it mean to acquire a company? What goes along with that? What does it mean to sell a company? Then also, working with some startups and some venture capital work. What is a Series A? Like, when you say Series A, what does that really mean, and why do they structure equity [00:10:00] financings this way?

What is the NVCA? Like, what does that mean? Learning about all these nuts and bolts. I got a ton of great training there. But third year I realized, hey, this is probably not where I wanna be long term. I really like working with some of the smaller businesses, working with entrepreneurs.

I also like living in the suburbs. So, I was... frankly, part of the job was getting into the city in the morning and getting out in, in the evening, and that was, pretty grueling, for me at least, living out in Ambler where I, where I lived uh, and my, continued to grow my family.

And in 2015, I heard about this really young firm in Conshohocken called Royer Cooper Cohn & Braunfeld. It was, it was about 13 lawyers at the time. Actually, a former Drinker associate had gone there, and I called him looking for advice. His name was Kevin Walsh. I was like, "So, Kevin, like I'm trying to find a job in the suburbs. Drinker's been great, but I need something in the suburbs." And he's like, "Well, you know- I found this small place" – he also lived in the suburbs– "we might be hiring soon." So, he got me an interview, started meeting with [00:11:00] people. I got my offer, and then he's like, "Man, man, I got, I gotta tell you, b-before you accept it, you need to know the reason there's a job is 'cause I'm moving to Phoenix."

I say, "Oh, well, Kevin, I wanted to work with you. This is a shame." But it was a great turn of events. He's doing very well out in Phoenix, keep in contact with him. One of the great things is just getting to know other lawyers. He contacts us when he needs something. He has a local litigation matter in Pennsylvania for his client out in Arizona. Calls us up, we help him out. I had an Arizona law issue with a potential litigation out there, called him as well. So, it's just, no matter where you are, you can keep those relationships. But I started at RCCB in 2015, you know, excited to work at this small firm that did the same sort of things that I had already done.

We did M&A. We did venture capital. I worked on some loan facilities. I got to really sort of build my own practice, so to speak. Being, being a smaller, somewhat boutique firm, obviously we can be more flexible [00:12:00] with our clients and with our fee structure.

So it's, it gives us some flexibility to work with some smaller businesses and, and that really allowed me to develop a ton of relationships with the clients that have been very supportive of the firm and, and working with us today. Those relationships build over years. I have clients that I continue to work with after 10 years, some of the, the early clients.

And it's just great to build those relationships over time. And RCCB has always been an environment that fosters that. Whether it's supporting me on a pitch when I was an associate, Roger coming with me or John coming with me and helping me pitch a client, helping me think through the problems that they're facing and, and how we might, solve their problems and serve them in the best way.

What, what solutions can we offer? How can we present ourselves as the value add for them that we know we can be? We just wanna help and sort of help our clients understand that as well. And then the year at RCCB, it's just been growing. It's always been growing.

I mean, from the 13 lawyers, now we're almost 90 [00:13:00] lawyers. And it's all been organic growth basically. I've been hiring people here and there in different spots with hiring partners, with hiring junior associates. There's not a steady stream. We sort of just grow. We grow as our clients grow, honestly.

It's really, as we have more needs, then all right, let's pivot, and we, we need to hire someone at that four to seven year, or we need to hire someone in that second year, or we need to hire someone who has a book of business in a certain area. So, it's really just been a great way to be involved in building something.

Even though I'm not one of the founders I have been around, and they've taught me a ton, and I've been around the firm long enough that I sort of know everyone here and have worked with everyone here. I think that's really helps me in this next chapter where I'm the Chair of the Corporate and Business group is, a lot of my job is really just facilitating things amongst the group, thinking about our direction or our practice and making sure every- all the attorneys that are on the team have what they need, have the training they need, have the business development resources they [00:14:00] need, are getting access to the opportunities that they need and, and the support to continue to serve our clients.

But really, it's just making sure the team is functioning well and as a group. And that's really our culture... is a team environment. We're not very hierarchical. We're very flat and like, "Hey, let's roll up our sleeves and get this done." I find that, and I hope that that'll help me be a successful chair as I can facilitate the team building amongst the firm.

People call me all the time, I mean, every day, pop in my office, give me a phone call like, "Hey, I got this new deal. These are the elements. Who do you think would be great to help out?" And then one of some of our newer attorneys might not know that, Alex Nasser worked on this seven years ago with me, and we did this amazing thing, and he knows it really well, so that's the right person for the job.

So, I feel like that facilitation role is a lot of what I do, and I enjoy doing it. It's sort of, I love this place and the attorneys that I work with, and I just wanna help everybody else get the most out of this firm so that they can serve our clients better.

Marco: All righty. [00:15:00] So you've talked about relationships with clients and with colleagues. How have those helped in your career? Um, how important do you think those are?

Matt: The relationships are really what our practice is all about. With our colleagues and our clients if you're not building that relationship or that rapport with the individuals that are there, you're not going to have one, a satisfying job experience, honestly.

I, I love working with my colleagues because I know them. I know the challenges they're facing in their personal life with their kids or their family. And I wanna help them in any way I can. And th-the same way they're interested in learning about the challenges that I'm having in my life and helping me out.

Through the years at RCCB, there's been a group of attorneys that have been around here for a while that we're just, good friends as well as good colleagues. And as we grow, we're just kinda bring more people into that fold, and hopefully we can continue that culture of, friendship of, "Hey, [00:16:00] we're colleagues, but we also care about each other, and we want everyone to do well." Being a lawyer is not an easy job. It can be demanding. Clients can be demanding. Just the situations can be demanding. There could be pressures to get things done, closing a deal.

You're working around the clock. That is a challenge. And just understanding and respecting your colleagues that, like, it's, this is not an easy job. It's hard to do, so let’s support each other. Let's help each other out 'cause we know what you're in. Honestly, we like to think about and care about here.

We work hard, and we are doing deals around the clock sometimes and, working on our car rides to vacation, closing deals. But the same time, there's that respect of like, "Hey, how can I help you out?" or, "What's that challenge that you're facing with..." Particularly in my role now as Chair, I, I try to keep my ear to the ground and hear about what's going on, so I can say, "Hey, here's someone else that I think could help in this situation.

We just maybe need some extra support in, in reviewing documents, or someone who knows this specific issue and negotiated it before." Being that facilitator [00:17:00] is such, such a valuable part of my role now. I mean, as far as clients, the relationships, I think are what makes this a mutually beneficial endeavor for both of us.

I wanna add value to my clients. I wanna be that trusted business advisor, that they're gonna come to me with questions, not only just like, "Hey what should we negotiate on this limit of liability?" or, "How should we negotiate these reps and warranties in the purchase agreement?" Or, or, "What tax structure optimizes us from a tax perspective?"

Those are great and interesting problems to solve, but also, I just wanna help them think about, well, do you need to raise this amount of money? Is that the right number at this time? Who should you be hiring? You got this great opportunity with this business on the other side of the country.

Well, what are the costs that go along with it? Right? A lot of our, our lower middle market businesses, they don't have these full management teams in all functional areas. You know, your HR person could also be your bookkeeper. Your marketing person could also be your property manager.

So, a lot of these [00:18:00] businesses, they just... They need someone who has seen a lot of things and give them some thought around it. And, you know, we had talked about this before, like, just some relationships grow over time and, I learn things from relationships, just like the advice I give clients hopefully helps them in situations.

What just popped into my mind was a client that we've had. It was maybe nine years ago, I wanna say, 2017 or so. Started helping him out with an acquisition. He was trying to buy a facility in Philadelphia pivoting in his career, and was really excited about this potential acquisition.

Unfortunately, through diligence and doing some review over the transaction, he just realized, like, "That is something I need to avoid." He's, years later, tells me how lucky he is he avoided but he pivoted. He pivoted, and he really reflected on, on what he wanted to do, and he turned into, turned to a different path and created a startup in the Hospitality Entertainment space and focused on his passion. And that led him to build this, startup that had multiple locations in the area. And it was growing very well until, [00:19:00] as a hospitality business; things happened, and the pandemic happened. Things changed obviously for a lot of hospitality businesses when there was the lockdown, and so coming out of that was very challenging, to come out of it. And but I was hopefully helpful along the way. We, we actually had coffee a few weeks ago where he brought that story up about how, you know, helped him from the beginning and then in the end, the full life cycle of a business, right?

Not every business lasts forever not every business go straight up. So that's somewhat of, of a challenge. But it's a rocky road, and I just like being there helping out in any way I can ‘cause frankly, sometimes an entrepreneur just - needs to hear what's gonna happen next or what should happen next. And sometimes when times are tough, you just kinda need to hear, "All right, these are challenges, but there are ways to work it out." Maybe it's a lawsuit that, you've got a lawsuit. You're like, "Oh my gosh, how, how do I defend this?" Like, "What's the right thing to do?"

W- we can help tactically think through that. But also just from an anxiety perspective, [00:20:00] the comfort of saying, "Hey, we've done this before. We know how to respond here. I can forecast a potential scenario. This is how it might go. This is, this is what I've seen before."

And honestly, I think that's what I enjoy doing, and I think where I now spend a lot of my time is, is clients will be like, "Well, we'll call Matt and see, well, what do you think? What have you seen?" and that exposure to a variety of industries, a variety of deal types- helps me, I think, counsel clients in a variety of areas.

Marco: Well, thank you, Matt. And earlier you talked about learning when you got to Drinker Biddle. We have to suffer through three years of law school, but it always feels like a lot of the learning will come once we are actually in practice. What are some things that you've done to kinda set yourself up and help yourself learn as much as possible, and that's both at the beginning of your career and now that you are the Chair of the Corporate group?

Matt: Yeah, I mean, I think you always have to have learning mentality. Things are always changing. [00:21:00] I mean, you know, I'll talk about changing as a Chair soon, but, as a junior attorney, I think you just need to seek out those mentors or just supervising attorneys or, or colleagues who are teachers.

And ask why. There's a balance of, asking too many questions and, and being bothersome versus, "Hey, just, like, let me know, why are we doing this?" Take two minutes, 'cause you'll find that people want to help you. So just ask that question from anybody and everybody.

It could be... I remember some coffee conversations that I had just in the kitchen, where I knew someone practiced in a certain area and I brought up a topic that I was curious about and, and they explained what was going on in that area and they connected some dots. It is a lot of, you think about, it's like connecting those dots.

There's this infinite sea of information and, and how the law applies as well as cases and, and really how to evaluate all this information to then give the right advice. [00:22:00] And it takes a while to connect all those dots, particularly in practice like M&A where there's a lot of custom and what people call market type provisions.

Yeah, there's a lot of negotiation around what is market. Who knows what is market or not. But there is some custom in this area. And so kind of figure out, like, well, why do we do it that way? So always ask why. And there's no reason not to ask why. One thing we do at RCCB is we have corporate basic training every quarter, and the idea was years ago, I was like, "Hey, we need a safe space where associates can just say, like, 'Why do we do this?

That doesn't make any sense to me.'" It's a safe space because we, we had trainings at monthly group meetings, but the partners were there, and, you know, there's, uh, some, I think intimidation of, like, I don't wanna say something that sounds silly. So it's like, "Hey, this is a safe space. You can ask me why I did a signature page that certain way," or, "Why do we do DocuSign this way?"

Or w- this is an- another thing that I saw in a transaction had an ancillary agreement, but, but [00:23:00] you did it together here. Why'd you do that? And you don't get the judgment that you need to move to the next level without understanding the why behind things, and that just comes with, working with great people who wanna teach.

I mean, I remember some great Temple alum that I worked with at Faegre Drinker uh, Lizzie Babson, Lizzie Lange, and Bill Clark. You know, we did some summer work and then worked with him. He was a mentor when I was there. They just have that mentality of, "Hey, I wanna help you get as much out of this as, as I am because it's just a great place to learn and be collaborative."

And then I took some of that to RCCB and have been growing the Corporate group and the Training Program since then. I think me now as chair, the things I think about as learning and developing as well, with all the AI tools that are out there, how is this changing? The thing that can set someone apart is knowing actually how to use them.

That's where an associate can have a value add, because there could be some intimidation about, well, what is this doing? What are these answers? Is this [00:24:00] going to change how I work or, or maybe take away some job or something like that? Embrace it.

Use this tool to be better at your job. It's going to help us work more efficiently and as well as provide more quality legal advice 'cause we'll be able with care as you evaluate, how you're using tools and the answers you're getting. But, you know, think of things that you might not normally just think of, just for the limitations of the human mind.

We're not always thinking of everything all at once. So that's what I think about, is how am I gonna help our attorneys use this technology to better serve our clients to help themselves. There's gonna be a lot of time savings with that, and I think that's to the benefit of the attorney to cut out some of the long grueling hours.

But at the same time, I think what is missing is those long grueling hours. That's sort of how I learned some stuff. Reviewing a contract, like digging in and reviewing it and evaluating it, whether it's for due diligence or doing a negotiation or a markup of that contract, you really have to dig in, [00:25:00] and some of these tools will help us get to answers, and now we need to know, well, what's the right answer?

And that's gonna take some judgment. So I'm, I'm thinking about, well, how do I help my colleagues develop that judgment? You get it through reps. You do different things. You see different scenarios and, and how do you answer in the scenario. Like, this happens a lot, where an associate will be like, "Matt, you said this on the last transaction. Now you're saying something different."

And then I'll explain, "Well, you know, there's different parties involved. Maybe there's a nuance here with some approval that we have to get. That other approval wasn't required, so I'm structuring it in a certain way." There could be a lot more nuance to it than just, doing steps one, two, and three and getting it done.

Yes, you need to know how to get through steps one, two, and three. you gotta, you know, spend the time figuring out how all these puzzle pieces fit together. But, having the people around you that, want you to learn and, and teach you is how you're gonna become a better attorney, and that's really what we like to do here.

And there's no such thing as a bad question. So, we just, just ask it anyway and you'll see what you learn.

Marco: Well, [00:26:00] Matt, thank you so much. It has been great having you here on the Temple-10 Q&A. Before we leave though, I want to ask you a last question. Summer internships are on the way.

A lot of new attorneys will start towards the end of this year, and the question that's always on our mind is: How do I do good work? How do I set myself up for success? Whether if that success is uh, already in your career or is trying to start your career. If you could boil it down to one or two things that every young attorney or aspiring attorney should be doing, what would those two things be?

Matt: As you're looking at the summer and your internship or whatever you may do in co-op: focus on the work you're doing and how you can deliver the best work product. That sets you apart is, is what you deliver in the end is the impression you're giving the supervising attorney or client or whoever it may be.

So, make sure that you've spent the time and polished [00:27:00] it. Maybe this sounds like I'm from another era, but make sure there aren't typos and the commas are correct, and you have indentations.

Marco: It's okay, we've already dated you.

Matt: Well, you know, so it goes. But delivering a polished document, even if it is to the more senior attorney only and it's not going outside, leaves an impression.

It also, honestly, as the senior attorney, shows care that you also wanna respect my time, 'cause then I'm in there fixing it and making it look better. So, take that extra time to make sure it looks great. It's something that you wanna deliver as an ultimate client, even if it's a first draft. That's what people kind of think, "Oh, it's just a draft," so you submit it.

Well, someone's gonna have an impression as to that draft and how much additional work is required after you turn in that draft to get it to the polished set. The other thing is, is just be organized. Think about organization. Think about how you're gonna tackle things. Think about the time it's gonna take them and time management and setting expectations that you can then meet and [00:28:00] exceed.

A lot of times associates that wanna do a lot of different things, take on a lot of different projects and they become overloaded. And that is just something that is, great associates get more work. It just happens, and there's nothing wrong with that. But you have to be communicative and just explain, "Hey" I've got this project due this date.

I've got this other project due that date. You know, when do you need this? I plan to start working on it XYZ date. And, and how long do you think it will take? And you just, you be collaborative. And then also just, be diligent in the work. Make sure things are getting done. A lot of the job as a at least a transactional attorney. I don't do litigation, I don't wanna do litigation, never wanna do litigation.

But on the transactional side, the job of an associate is a project manager. If you think about other industries, what does a project manager do? They're not doing all the work. They're making sure all the work gets done. So, especially in an M&A, an associate needs to have a master checklist.

They're not gonna be reviewing the employment agreement. Eh, maybe I, you know ...... When we were 13 lawyers, I was [00:29:00] doing employment agreements, I was doing commercial agreements, I was doing everything. I did the, everything bolts to nuts. But now that we've got great colleagues around us, you're gonna delegate that, right?

So, but you have gotta make sure that they know, they have the information, the employment team has what they know, need, the IP team has what they need that you're getting and you set expectations for them, so they can deliver you a work product for whatever diligence memo you might be preparing. But the job is to be that project manager, and that really sets you apart, is when you are proactive in getting things done, and it's sort of a mentality of like, "Hey, how do I get this done? How can I help?" and how can I, learn something along the way and figure out how all these puzzle pieces fit together?”