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DesignIntelligence®
Quarterly

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INFLUENCE : RESPONSIBILITY

DesignIntelligence® Quarterly

CONTENTS

CONTEXT: **Responsibility**

Surely there are plenty of good reasons why so many architects cry for change. We've heard these pleas for a century and a half. Could it be that we feel underappreciated? Undervalued? Disrespected? I've heard them all. Are they valid? Are they true? For many practitioners it's sad to say that they are.

The question is: what are we prepared to do differently to change the conversation from concern to confidence, pride and action? This issue of DesignIntelligence Quarterly tackles that question head on by peering deeply into the term **RESPONSIBILITY**. For too long we've shirked it, run from it, avoided it and passed it on to others. Our professional leadership and associated documents have steered us in these directions. "Avoid risk" they have coached. "Observe but never supervise construction" they have advised. "Don't share your building information models" they cautioned. Balderdash.

Admittedly, architects and engineers have long been clear on our preeminent responsibility to public health safety and welfare. But step off the high horse - this is little different than the basic requirements of many other professions and businesses. Other professions share such duties – doctors and their Hippocratic Oath, lawyers and their duties to counsel, conciliate, represent and defend. In their own ways, so do food service professionals and manufacturing concerns. What designers seem to be missing are the basic skills of business responsibility. This self-limiting paradigmatic construct may be at the core of the profession's woes.

In my more than twenty years crossing over to working within a national construction management firm I was fortunate to be exposed to a company-wide team of people who embraced risk as one life's realities. We had a risk management department. We taught internal classes in this discipline. We hired bright young interns who knew the importance of managing risk. They had the motivation, default inclination and skills to accomplish such a task. When they did, they were rewarded, because – largely due to being good risk managers – our firm was profitable enough to reward those who helped make us so. All of it while working in the client's, and project's interest above all. I'll admit to a bad feeling in my gut each time I'd hear my construction brethren snipe at our design partners: "They don't have any skin in the game." "They have no accountability," but I had had to accept it because the evidence was conclusive: in project after project, they were right.

> This self-limiting paradigmatic construct may be at the core of the profession's woes.

The culture of responsibility evident in construction firms showed a marked difference when compared to the five design firms I worked in during my four-decade career as a practicing architect. In those firms, we had no risk management departments. We didn't use the term. We scarcely considered the concept. Why? Because that's how we were trained. We saw it as our job to introduce risk, to explore untested materials and ideas – because that was our culture. Blissfully and purposefully ignorant of the ways of business, we came to work every day naively hopeful we could exercise our trade another day and – if lucky – would perchance not exceed budget or schedule and avoid a lawsuit while we played with design and drawings. And we wondered why we didn't make more money and why folks undervalued us.

I've ranted plenty about the need for an about face in this area. A few leading firms are finally coming to grips with the reality of risk in our business. What's more they are doing something about it. They are developing strategies to seek and manage responsibility in multiple ways. Some, such as SHoP architects and Front are procuring work. Others are capitalizing on the rewards of their intellectual capital by selling software or products. Others such as Kieran Timberlake via their Tally tool are making their work available to the widest possible audience for use in managing risk - with commensurate indirect rewards. All these examples of proactive risk adoption speak to the changing minds of design industry leaders, and a positive inflection toward responsibility for the profession.

To support this momentum, this volume offers more than a dozen perspectives on responsibility across multiple fronts – diversity, climate, risk and future leadership among them - from leading thinkers across the geographic spectrum.

Dave Gilmore's thought piece *What's Inside Comes Out* examines the distinctions between knowledge, knowing and action and sets the stage for our examination of Responsibility. In his essay *Running from Responsibility*, Scott Simpson challenges leaders to embrace risk. My piece, titled *Responsibility Redux* suggests a reframing of the architect's duties to include business basics.

From the UK, Paul Hyett examines a fundamental aspect of such endeavors in his essay: *Responsibility and Authority: A Necessary Connection* and is reinforced by Paul Finch's contractual provocation *Responsibility Requires Authority*. Perkins&Will's Kathy Wardle and Mary Dickinson share obligations and actions in *Driving Down Carbon: Beyond Responsibility to Action*. Steve McConnell overlooks climate change from new heights in *Influencing Action: The Power of Perspective to Act.*

Wendy Rogers offers best practices nurturing future leaders in *Shaping Futures*. SHP CEO Lauren Della Bella challenges firm leaders in *Diversifying Architecture: Our Moral Responsibility*. Jerod Hoffman's *Downstream Effects* explore the duties we owe to those we may not contracted with. In *Tipping the Scales of Risks and Rewards on P3 Megaprojects*, Walter P Moore CEO Dilip Chouduri suggests opportunities for change.

In sharing these personal explorations, our hopes for you are several. Read on. Invest in transforming your belief set into something that could change the course of your career and those you lead. Draw in these thought experiments. Digest them. Assess the risks inherent in these shared ideas. Internalize and adapt these ideas for your own firm cultures. Tailor them to your strengths and values. Then, do something about them.

Alfred North Whitehead said it best:

"Ideas won't keep. Something must be done about them."

2022 EDITORIAL ROADMAP

Q4
IMPACT
Exerting power, leverage and force multipliers to recognize, measure and achieve true impact at all scales.

Q1
STEWARDSHIP
Conserving the resources and values we hold closely that connect us all.

INFLUENCE

Q3
WORLD BUILDING
Applying these principles to inspire leaders, action and inßuence to create a better world.

Q2
RESPONSIBILITY
Our duty and commitment to own and solve these problems.

To continue the discussion about responsibility, please contact us at mlefevre@di.net

Michael LeFevre, FAIA Emeritus
Managing Editor, DI Media Publications

What's Inside Comes Out

What's Inside Comes Out

Dave Gilmore

President and CEO, DesignIntelligence

Knowledge Is One Thing, Knowing Is Another

A word about our current industry state of being: Busyness is the enemy of effective transformation. We have entered the next chapter of busyness as an industry. Our heads are spinning. Our backlogs are deep. Our talent gaps are keeping us awake at night. Money is flowing, and profits are rising. As a result, many of us fool ourselves into believing we are advancing our professions and industry. Busyness deceives us by convincing us that activity is advancement, that revenue is a metric of success. Truth be told, being busy obscures the procrastinated sins we perpetuate — and perpetrate as an industry. Just as love covers a multitude of sins, perversely, revenue masks a multitude of excuses.

At DesignIntelligence (DI), I repeatedly ask this same question of our organization. Are we truly advancing industry transformation, or are we caught up in the busyness of good-but-non-transformative activity substitutes?

A wise friend and adviser recently provoked me. A large, profitable engagement opportunity presented itself to us that promised to yield a new level of revenue and broaden our footprint. This opportunity would demand tremendous commitment and a large, dedicated team of DI personnel for many months. My friend asked the difficult questions:

- Will this engagement advance the DesignIntelligence agenda to transform the industry away from irresponsibility, waste and self-interest?

- Will it distract from the core mission we've given ourselves to these past decades?

He was challenging the idea that more is more. He was counseling us to stay the course, not deviate from the passion that had fueled us to speak regularly to hundreds of thousands of lives. In plain English, the stuff I'm preaching to you is being preached regularly to the mirror.

Over 2,000 years ago, one of the ancients reminded us: "What fills you is what comes out of you." More recently, a friend shared the story of a group sitting around a table complaining about their working conditions. The conversation was bitter and critical. Thirty minutes in, another who had joined the group's negativity stood up and slammed her fist on the table. Glasses toppled, spilling drinks across the tabletop. Incredulous, my friend reacted, "Why did you do that? There's coffee all over the place!" "What's inside comes out," the slammer responded and walked away.

What's filling you? More importantly, what are you filling yourself with? Are you filling yourself with hope? Are you pouring optimism and opportunity into your being? Are you funneling the stuff of authentic transformation into your mind? **The magic of authentic transformation is found in the filling**. The promises of authenticity are only realized when we see our role in life's greater context and live as transformational agents. This essay's readership — including you — is made up of the world's best architecture and design leaders, folks whose preeminent engineering design expertise knows no rivals, educators who are

" What's inside comes out ...

redefining the future of design education and what it means to practice with full awareness, planners and landscape scientists leading the overt attack against inequality, rejection and climate irresponsibility, technologists reshaping our understanding of just about everything, investors funding the future, and countless others of consequential impact. This kind of audience — including you — carries the transformational power I reference. Our challenge: what to do with all we know.

Years ago, I was invited to a gathering of thinkers — leading minds in philosophy, government, economics, ethics and the sciences — to dialogue and debate and search for what was meant by the responsibility of knowledge. We gathered for three days to wrestle with this theme. The famed philosopher Os Guinness threw down the gauntlet, quoting the words of Christ:

"From everyone who has been given much, much will be demanded; and to whom much is entrusted, of them they will ask all the more."

I was struck by how we participant attendees dodged, bobbed and ducked the responsibilities of the knowledge we had accumulated collectively. Each of us spoke glowingly in turn, presenting the treasures of knowledge, erudition unmatched and blinding brilliance. Yet, somehow, we never landed on the fundamental requirements demanded of each of us from deep in the wells of knowledge we held. On my way home, I was burdened by this thought, struck by my own failure to own responsibility. On that train ride back to Boston, I came to grips with this failure personally and professionally.

Like me, each of you has accumulated much knowledge. In large measure, we are fat and full with knowing. But has our knowledge changed the worlds we live in? Have we altered our proximities by the knowledge we've applied? Have we changed who we interact with and how we do so? Have we ascended up the epistemological ladder from knowledge to knowing on our way to understanding?

The responsibility of knowledge and knowing finds reality only in application. Note the distinction: knowledge vs. knowing. Having knowledge of something doesn't mean you know it. To know a thing is to be intimate with it and grasp its meaning. We all have massive quantities of knowledge, yet these possessions haven't translated into meanings and actions that have changed us — or much around us.

Take, for instance, the knowledge we possess regarding global climate conditions. We have been accumulating knowledge about increasing climate debilitation for decades. In 1970, we drove a stake in the ground to establish Earth Day as a response to deteriorating climate. That was fifty-two years ago, and yet we are worse off now than we were then. What have we done with all the knowledge we've accumulated? Have we done anything with it?

Epistemological Diagram

Understanding

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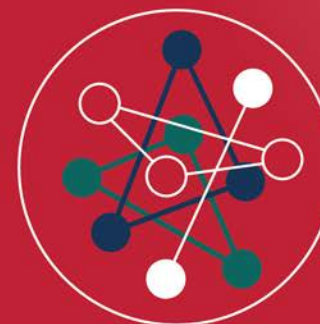
Knowing
(Insight!)

↑
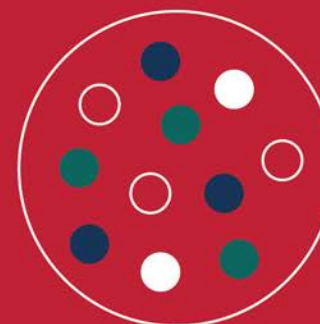
Knowledge

Because we don't honestly know the planet or the delicate biosphere on which all living things on Earth depends, we go on assaulting it – to our eventual demise. We have yet to embrace an intimate relationship, a deep knowing, with what it means to be human as but one species of untold millions.

We don't understand the meaning of "guest," which is what we are on this beautiful, blue ball spinning in space. Because if we did, if we were in the right relationship with the Earth, we would step back, step down and step aside. We would defer to the ageless laws that govern the planet's myriad systems.

What examples can you bring forward from your knowledge that are not translating into knowing? What responsibilities are you acknowledging as yours?

The future will transform positively when we take responsibility for what we know and act upon it, because what's inside comes out.

It's as straightforward as that.

Dave Gilmore is president and CEO of DesignIntelligence.

Responsibility Redux:
The Architect's Duties (Revisited)

Responsibility Redux: The Architect's Duties (Revisited)

Michael LeFevre

Managing Editor, DesignIntelligence

In a challenge to architects, DI's managing editor considers monkey brains, budget busts, planning flops and panoptics

In the first days of architectural school, students are indoctrinated with the broad responsibilities they will soon hold as practitioners. High duties to society while serving as guardians of public safety health and welfare are the most frequent principles conveyed. These are soon followed by foundational scientific, practical, human and artistic objectives such as firmness, commodity and delight. These lofty expectations usually succeed in getting the attention of most architectural aspirants, but they are not enough. Missing from these early formative lessons are the subjects of designing for budgets, schedules, sustainability and inclusion.

Question: How can architects ever hope to fulfill their social and architectural duties if they lack the basic knowledge required to design to a budget, manage a project or a firm, complete their work on time, care for the planet's resources or include diverse perspectives and expertise in their collaboration? Answer: They can't.

In search of the often discussed and much-lamented return to stature of architects, let's join hands and minds in a deep dive into the reasons for this dilemma. In the course of our investigation, maybe we can find some answers.

Carry That Weight

At its face, responsibility is a heavy word. The word connotes the state or fact of having a duty to deal with something or having control over someone, the state of being the person who caused something to happen, the opportunity or ability to act independently and make decisions without authorization and something you should do because it is morally right or legally required. Metaphors or synonyms we often associate with this word include weight, burden, load, liability, obligation, encumbrance and onus. Just reading this list brings me down. I feel the weight. How to cope?

Attendant rights or privileges to responsibility (seeming benefits from carrying said responsibility) include power, trust, compensation — apparent rewards to the moral, legal or mental accountability responsibility brings.

These two sides of this word parsing can be summed and seen as the cost/benefit ratio of a proposition. In other words, in considering an engagement, an architect finds themselves on the precipice of decision. But these decisions are not always made in the moment. Neither are they made under one-at-a-time transactional lenses. Those who accept responsibilities often make longer-term commitments asynchronously from day-to-day decisions.

Seeing the weighty nature of our assigned accepted tasks, how can we reach equipoise? Can we re-school ourselves to be better equipped to handle our growing realm and reap commensurate rewards? Can we reach a deeper understanding of this delicate relationship between responsibilities and their rewards to puncture our current predicament? The answers must be yes. To help us embrace that conclusion, let us examine some areas of perennial failure of responsibility.

1. Designing to Budgets (Dancing in Chains)

In embarking on a building design journey, architects have been trained to enjoy (and clients have been conditioned to give them) a long leash in performance of their duties. When it comes to design, architects typically enjoy savoir faire attitudes. Deep in the creative process — a process few owners have ever experienced or done themselves — we architects luxuriate in our exploration. We stretch conjecture. We stridently scheme to push boundaries. Devoted to our craft, we revive past notions to test them yet again, in hopes that magic might occur. A synthesis, a new form, an innovation could result after multiple schemes are explored in new contexts.

How we architects work remains a mystery to many, even to some of us who do it for a living. The creative process and project limits that constrain design teams and build the creative tension necessary to design within or against has been called "dancing in chains" by Friedrich Nietzsche. Our eyes are all atingle with the anticipation of developing the emerging design. With little portent of management, we blindly proceed to design concepts. We work with impunity, blind to the consequences that likely await.

Plunging headlong into the maelstrom, we study our work just the same. Seeking synthesis and synopsis, we welcome the comfort of our companions and press on with élan. In the comfort of our conviviality, we seek zingy, zooty designs. Mesmerized by our quest, we are led astray by some inadequate notion that the budget will mysteriously work out this time. This approach is based to a large extent on the strategy that a miracle might occur. This rampant cognitive dissonance drives the design team's reliance on our gnosis and experiential knowledge to guide our work intuitively.

In our clamor to design, we employ a slapdash approach, even to the point of denying in-progress budget checks because they "impede the creative process."

At intervals, when we think we are ready, (design is never "done") we reconvene the group. Analysis, judgment, even diagnoses are exchanged — all in search of excellence in these events called "juries." While there is no judge present in architectural juries, and no one literally gets accused, convicted or sentenced, the parallels are intriguing. As in legal courtrooms, civil discussion and questioning occurs, and the accused — often the fledgling designer — must defend their actions. The jurors, often senior design principals, flaunt their experience and polish their egos by brandishing pithy cutting statements. Too often, these design reviews occur in the absence of time, money and the right people.

These design critiques, as they are called, are often high theater. These presentations and discussions come with centuries of cultural baggage from their European roots in the École Des Beaux-Arts. The charette that precedes the pinning up of the work all contributes to a cultural panorama known only to design insiders.

Bearing up well to our responsibility to be still more virtuous in design, we seek to take it beyond the quotidian. Incisively, furtively, we idea-smith into the night in search of the new.

When it comes to budget and schedule adherence, we find little precedent or lineage to base our behavior upon. With no legitimacy or role models to emulate, we default to base instinctual actions — as we had been educated and encultured — in celebration of architectural form, to the distinct neglect of practical, pedestrian considerations such as cost. There will be hell to pay. Ample opportunities for budget busting remain.

We work with verve, people of principle, in constant torment from the relentless wrestling of conflicting criteria. Our duties never lessen — to cope, we subconsciously relegate some to be lower priorities. Tumult persists. It's design, after all. Grandiloquence keeps us calm. Our internal parlance and common mission keep us connected.

The long game is always the eventual goal: to consecrate the design, to drink in the hubris of the design genius we wrought. In the rhapsody of the moment and the equanimity we enjoyed, we plied our cause célèbre in recursive attempts to finesse the pedestrian, to achieve a Gesamtkunstwerk, a total work of art. The point of all the self-inflicted cruelty and insanity is to further design. To strive for excellence. To seek the new. But inevitably, the result is no bueno.

2. Petard Foisting, Crashing Plates and New Shackles

What we designers intended as a symphony of elegant proportion and rhythmic bays becomes a cacophony of spinning plates crashing — a months-late, over-budget disaster as evidenced by shattered hopes, fragmented relationships and unmet expectations. Having crashed the budget yet again — the highest crime in the owner's and contractor's eyes — we designers are swiftly dispatched back to our design studio, likely draped in a new set of chains, the shackles of credibility loss we earned by our own actions, and the moniker and shame of the "over-budget designer." We are foisted by our own petard.

These budget busts are sockdolagers, the sort of thing — in the business world — that would bring the fires of hell to your door. They are in design too. It's wildly sad, but it happens all the time. Having lost our tent pole, the design team is left only to retreat and search for new meaning as we rework our hard-fought

creations. There is no elixir or magic bullet. There is no suicide capsule we can swallow to put us out of our misery. We simply have to fight hard to get back in budget, likely in the face of having already spent our design fee.

Our failure to respect and act on our budget responsibility has done us in again. Gadzooks, we are stuck in the design doldrums. As we seek solace in our rework, we wonder deeply what happened. Maybe it was the atrium we introduced that wasn't in the program. Perhaps it was the owner changing the program. Whatever the case, it wasn't our fault, we think again, wrongly. But all that seemed a long time back, back before we hit that puzzling tragic snag: the damned budget. Before our design went kaput.

The good contractor and owner of decided temper told us what must be done. We had had our chance to allocate design expenditures and meet the budget. Now, through our own actions, we've lost that right. In the dim light of our own ashy pallor, we architects return to the studio under the glow of our computer screens and work tirelessly to regain the budget balance.

In the fracas that ensues, we become defensive. We endure desultory statements and unintentional pronouns of dis-ownership ("*Your* design is over budget"), all to our dismay. Reputed to be cost-conscious, our failure to deliver unearths an insouciant attitude, an unwanted counternarrative to the teamwork that had been purported. These contradictory deterministic states defy logic to intelligent observers and narrators. The collaboration of the design and construction team was deemed the necessary connective glue to project success. What now?

3. Designing with People

Our next failure as design professionals is our recurring inability to include the right people in the right way at the right time. We wonder, why? Again, we are told in school that we are the conductors of the design orchestra. But where are the classes, skills transfer, and opportunities to practice these skills? Lacking, to be sure.

Writer George Saunders tells us that characterization is the result of increased specification. In today's complex arena of practice, we need a more expansive view of our project participants and constituents. A panoptic view from on high is one way. But because none of us are a many-headed hydra, and few of us can stretch to become more expansive alone, we solve this challenge by adding more specialized teammates. Where do we find them? From diverse locales, cultures and disciplines.

These days we need people of color, people from all disciplines, expert specialists and the accompanying enablers and connectors and translators. Yes, this is more to manage, schedule and budget, but what's the alternative? Staying myopic, continuing to be late, wrong, over budget and non-inclusive? I don't think so.

As it has always been, the architect's goal is to be synoptic, to bring things together. But to get there we must assume the duty to be inclusive. We must usurp our past exclusionary beliefs and bring a greater breadth and wealth of knowledge into the design fields.

4. Beating the Clock

Why can't architects, engineers and designers get their work done on time? This question was poignantly posed by an architect friend's wife:

Why do all you architects work all the time? Why can't you be like the rest of the world and just figure out what you need to get done and get it done? Then you could get home at a decent hour!

From a distance, correcting this deficiency would seem an easy fix. Simply prioritize your work, list your tasks, assign them durations and connect the predecessors and dependencies. But any design professional will tell you it's not that easy in design. Design goes in circles and explores multiple concurrent paths. A detail can influence the entire concept or cause it to be thrown out, and vice versa.

Understanding the subtleties of design scheduling gives way to the preponderant thinking of many architects: Design *can't be scheduled.* That's simply wrong. Granted, the design process is filled with perplexities, tumult and unpredictability, but it can be contemplated, anticipated and planned.

Only true designers can possibly know the arcana and intricacies of design scheduling expected and demanded by the exacting mind. So why don't they apply that knowledge in scheduling and managing their work? The best designers could create transformative schedules that vividly convey their process. Unlike a dissonant chorus, their design schedules could evolve into wholly different varieties of management tools: adagios, slow movements designed to carefully pace and accompany their finest creative work.

In a personal account of his assessment of his design partner's design schedule, a construction manager described the scene: "They had no schedule! No idea how they would get done in time. Through browbeating about budget, schedule and value analysis, they had resorted to abject civility and passivity."

What set him off was that he had admonished the design team to craft a plan, to cleanse their calendars of the dust and cobwebs that covered them during their neglect. They refused to accept that responsibility.

We can, and should, do better.

Little provisional or conditional thinking had been done. No contingencies had been included. All in the face of data that tell us conclusively that these things will happen on *every* project. Hmmm. Yet most teams have no plan to account for them. Hmmm again. This kind of dissonant, negligent thinking cannot be tolerated. I've worked with stellar global firms who made great strides in developing design work plans. Each showed key events, major milestones, interim steps and identified partner interfaces and decisions in clear cogent detail. Sure, design was messy, and things happened to change the workplan. But because they had a schedule, they could update it and create a recovery plan. The alternative — having no plan — isn't pretty.

Ad-hockery may be required, but only to cope with change, not as a way of life or to run an architectural practice.

5. Designing Sustainably

At the risk of stating the obvious, it seems the time has finally come that design professionals — along with the rest of the reasoning world — have realized we must change our ways when it comes to designing sustainably. Rather than restate the problems or muse on the possible solutions, I'll reduce the essence of accepting this final responsibility (and I do mean final), because without such change our actions will be final: We won't be here anymore. Our planet won't tolerate it. I suggest two actions for renewed responsibility:

1. We must accept responsibility for the system's effects of our design choices on our projects, sites, communities and the planet. No more abdication. No more, "I just design buildings. Beyond that is not my job."

1. We must learn to understand, articulate and persuade clients, partners and constituents of the relative order of magnitude scales of the economic factors for design, construction, operation, people, productivity and the planet. Since each of these escalates in an almost 10X magnitude, each of us must learn to master and deploy this knowledge effectively with skill and in mind of Action 1 above.

Doing the Same Thing Repeatedly

In the space of a few pages, we've looked at five recurring areas in which architects habitually shirk their responsibilities. How can trained professionals — the best in their field — repeat such errant irresponsible behavior so many times? Well, as Booker Prize-winning writer George Saunders puts it, "All of us are flawed thinking machines." And when such unfortunate events happen, "the only non-delusional response is kindness."

As Saunders reminds us, "When we think we're ok is just a temporary construction." Getting better at seeking and acknowledging these critical moments in time are the hallmark of transcendent responsible architects. As craftspeople, we pride ourselves on our ability to connect knowledge and tools with making and thinking. "That's what craft is, a way to open ourselves up to super personal wisdom."

But for designers, genetically predisposed to push the envelope, how do we create the space to notice those thoughts related to budget balancing?

Saunders suggests that we stop the ruminations and use our intuitions, much like the auto response of catching a frisbee thrown at us. That's what mature people do. That's what good writers, managers, budget balancers and accountable designers do. We slow down, acknowledge what we see, pause and reflect

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>
> It's time for a responsibility redux.
>
> What's your response?

upon it, then respond appropriately. To slow down and radically honor these momentary realizations is to cultivate that state of mind. Like an athlete's mind, you're just "there," in "the zone," in the "flow," as Mihaly Csikszentmihalyi calls it. All this is in distinct opposition to primitive brain or monkey mind — that thinking mode in which we react instinctively by lashing out, running or hitting.

Many times, amid these over-budget, late, un-inclusive or unsustainable project crisis stages, we feel so unsafe in our positions, so embattled, that our self-esteem and perhaps our jobs, livelihoods and careers seem threatened. In such times, it is not uncommon to witness the disintegration of personalities, projects, relationships, even our own integrity. How do we protect against these things happening? With practice and old-time discipline.

We must maintain our ability to separate what matters from what does not. While our first-order inclination might be to panic and react, we must resist those urges. Sometimes in these project crisis states, we can feel like we are losing our marbles. But the secret is to keep perspective and balance.

Under rebuke from the owner or the contractor, we might be inclined to default to border-assessing fight or flight responses. "They are an *enemy*! They are *attacking* me!" Faced with conflict, we could even experience the loss of short-term memory. What we need in these instances is an influx of executive function — that frontal lobe job of the brain that helps us compartmentalize, prioritize and decide. At those times we need an influx of one calm judgment, one pithy phrase, or one empathic question.

We don't need a solution of mythical proportions. We will not be able to endow ourselves with messianic properties overnight. We simply need one calm, considered action. That's all. Then another.

First Steps

Where can those of us who have read these challenges and others who have known them for some time look to see how we are doing? How will we know we've made it?

A few benchmarks come to mind. The first might be the moment we feel like we are ready to check out of the ambition hotel. We no longer feel the compelling need to win or be the best. When we wake up in the morning with the goal simply to give and serve others. That's when we'll know we've made it. Celebrities call it *sexy indifference*: "We don't care if we get the part or not, we just want to do good work."

What other signals and metrics can we look for in striving for higher levels of responsibility — a zenith of accountability? Owners are a good source. When we notice them telling us how much they appreciate our stewardship of their resources, that's telling feedback. When they tell us we care and that we treat their organizations and facilities like they were our own, then we'll know. When they no longer have to joke about us, demean

us and come to expect we'll be in budget and on schedule, that's when we'll know.

These ideas — and their road signs — are not so oblique. In fact, they are already practiced by the rest of the business world. The canons of being fiscally responsible, meeting schedules and being sustainable and inclusive are part of every business outside the design profession — as are their own versions of our mantras to create beautiful, functional designs. For designers, retooling our responsibilities may seem a protean challenge, but it's not. It begins with the desire to change and then a first step. To become profligate purveyors of trust and responsibility, we must be stalwart in our efforts. Starting now.

Call and Response

Design ... over budget. Design ... over budget. A rhythmic call-and-response chorus that need not repeat. Yet it does, damn near every time. Why? Because it does. Our projects are too often late and fail to include the environmental sensibility and diverse perspectives they need. These stories have replayed all too often in the design profession. Can we reshape them and tell them in new, more optimistic ways? You bet.

Writers often remind us that stories involve a narrative. They are linear-temporal phenomena. To that I add: and so are projects. What then, will your project's story arc be, its narrative? As its author and project manager, how will you anticipate, shape and control it? What is its situation? What is its story? How do the characterizations of its lead players inform it? In foreseeing its conflict, do you, as the project's screenwriter, introduce action and resolution to advance the plot and resolve it? As a primary influencer do you set scenes for harmony, introduce positive foreshadowing, or wait to be blindsided by horrible harrowing events?

To answer these questions, I'll turn to a valued resource, an expert who stands to gain the most from answering them: *you*.

What do you think? You've observed humans on this planet for a while, haven't you?

Let's get started doing something about our broader responsibilities as architects. When we do, our clients and communities will value us more and we will have shifted from complaining to acting and making a difference.

It's time for a responsibility redux.

What's your response?

Michael LeFevre, FAIA emeritus, is managing editor of DI Media Group Publications and principal, DI Strategic Advisory. He is the author of Managing Design, (Wiley, 2019), an Amazon #1 bestselling new release.

Running from Responsibility

Running from Responsibility

Scott Simpson

Senior Fellow, Design Futures Council

Scott Simpson challenges leaders to embrace risk

Architects are a curious breed. They crave the indulgence of their clients but often accuse them of being ignorant about what constitutes quality design. They complain about low fees and lack of profits but choose to remain blissfully unaware about basic business practices. Professional licensure is predicated on the notion that architects are the primary guardians of the health, safety, and welfare of the public in the built environment, but standard AIA contracts specifically prohibit them from playing an active role in ensuring safety on construction sites or dealing with hazardous materials. Architects are also fond of saying that "God is in the details" but their contracts stipulate that they will review submittals and shop drawings only for "general conformance with design intent", not for specifics. Yet to sign and seal a set of construction documents, architects must profess to be "in responsible control". What gives?

The design and construction process is rife with both risk and responsibility. For any given project, there are thousands of variables to be considered, multiple possible solutions to be evaluated, tricky team dynamics to be negotiated, and real-world constraints that must be respected. To make sense of all this, someone has to be in charge. During the design phase, it's (presumably) the architect who organizes and choreographs the dance, providing the "responsible control" without which nothing could get done.

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If architects want to lead the parade, then they must also embrace the dual burden of responsibility and accountability that goes with leadership.

If architects want to lead the parade, then they must also embrace the dual burden of responsibility and accountability that goes with leadership. This means recognizing, accepting, and managing risk, making decisions as needed, and dealing with the inevitable problems that will arise. Unfortunately, a risk-averse attitude has been baked into professional culture through standard AIA contract documents, which contain far more verbiage about how to avoid risk than how to create value through design. However, it's not possible to exercise control without also accepting the consequences.

Responsibility is not a topic openly addressed in most design schools, but it should be. It's one thing to propose a creative solution, but it's quite another to take on the task of following through and making sure it's implemented as intended. This is not to suggest architects must do everything themselves; design requires the active participation and commitment of many diverse team members. Delegation is important and necessary. Still, somebody has to lead the parade.

To get the respect architects crave, they must embrace the responsibility upon which respect is based. Someone who says, "I'll take care of it" and then does so will be trusted, and trust is the secret sauce of leadership.

Design thinking has real power to improve the human condition. To unleash that power, architects need to apply their leverage through leadership. Rather than running from responsibility, design professionals should embrace it. It comes down to this: design leadership requires leadership by design.

Scott Simpson is a senior fellow in the Design Futures Council and a regular contributor to DesignIntelligence.
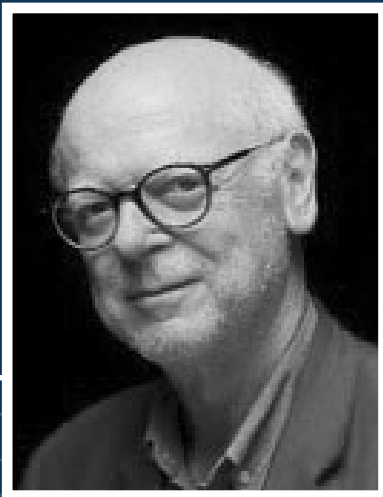
Responsibility and Authority:
A Necessary Connection

Responsibility and Authority: A Necessary Connection

Paul Hyett

PPRIBA, Hon FAIA
Vickery Hyett Architects, Founder–Partner

Paul Hyett examines duties that transcend contractual obligations

"You cannot escape the responsibility of tomorrow by evading it today." Abraham Lincoln's words have never been more appropriate.

For the architect, the terms "professional" and "authority" are synonymous with responsibility. The former establishes the obligation, the latter facilitates its dispatch.

In its narrowest sense, "professional" relates to the standard of service expected in the contexts of law and ethics. The opening lines of any barrister's examination of an architect in an English court will run something like, " … and you were, at all times during the service you provided, a professional, registered architect." This sets the benchmark against which the service delivered is to be measured — that of a reasonably competent architect. Not a brilliant architect, just a reasonably competent architect — albeit often, where the appointment terms stipulate, one that carries expertise in the design of buildings of similar scale, complexity and function.

Yet, against the limited confines of contractual duty, there is a higher calling to which architects should aspire. I was alerted to that calling on day one of my architectural training, when our tutor threw down a gauntlet: he *demanded* that we never forget, beyond any contractual duty to clients, that we would carry a responsibility to the users of our buildings and to the public who pass them by, every day, evermore.

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You have no right [to] ask me to bear responsibility without the power of action.

- Winston Churchill

I have never forgotten those words. How important they have proven to be in the context of the two biggest external factors that have affected my career to date: climate change and the Grenfell Tower fire.

The former is universal in its relevance; we live in a finite environment and the collective impact of the buildings we design must be controlled in terms of its effect on the environment. Thankfully, we all know this now and surely accept it. Nevertheless, against the undeniable progress within the construction world, we also know there's still a very long way to go: Despite having reached a tipping point of awareness, we have only just begun the journey.

Irrespective of contractual duties to individual clients — those who pay us — we designers have a wider duty to the public

and future generations to ensure our buildings are ecologically sustainable. The problem with this responsibility is that while we can encourage their interest, we don't have the authority to impose sustainable architecture on our clients. This is why enlightened and progressive building regulations are so desperately needed. The architect has a standing obligation to comply with code: Therein lies the authority to ensure that design solutions are responsible relative to the eco-agenda. While this may matter little to the paying client, or those we are contracted with, it matters greatly to the wider public and to future generations to which we owe a duty of care, despite having no contractual obligation.

Here in London, a recent dreadful tragedy has sharply focused the responsibility my tutor insisted was ours to carry evermore on behalf of those who actually use our buildings. The fire at Grenfell Tower in June 2017 has led to the largest and most far-reaching inquiry ever undertaken in the UK (and probably worldwide) into the function and operation of the building industry. Its chairman, Sir Martin Moore-Bick, and the inquiry panel will be formulating recommendations as part of the next stage of work, and while it is not for me to predict what they may comprise, we can safely anticipate that the recommendations will be as wide in scope as they will be profound in impact.

Many observers expect that whatever recommendations are forthcoming, the issue of authority will come to the fore because responsibility for the design, sanction, construction and inspection of any building must carry with it the authority necessary to ensure that the standards of safety, as set, are delivered. Witness Winston Churchill's words, equally apropos in this context: "You have no right [to] ask me to bear responsibility without the power of action." For power of action, take authority.

All this brings me to the responsibility we architects carry as leaders — in our firms and within our industry — to those we train and employ. To act on this responsibility, we must ensure, through our education programs and within our offices, those coming into our profession are properly equipped to discharge their duties competently and effectively. That means they have the know-how, as well as the time and the fees, to enable them so to do. But it also means they have the authority to ensure proper delivery of their work and critically — back to my tutor and his "call to arms" — that they have, inculcated within them, that wider sense of commitment that goes significantly beyond any contractual obligation to a paying client.

We owe that to all who use, and will use, our buildings.

Paul Hyett, PPRIBA, is a past president of the Royal Institute of British Architects, principal with Vickery-Hyett Architects and a regular contributor to DesignIntelligence.

Responsibility Requires Authority

Responsibility Requires Authority

Paul Finch

Programme Director, World Architecture Festival

Letters from London:
Paul Finch questions emerging
contractual models

What distinguishes architects from most others in the teams that create buildings?

You might argue it is the critical unwritten contracts between designer and unknown future users of the building that has been created: schoolchildren, teachers, parents in the case of schools, or patients, health workers and visitors in the case of hospitals. But just as importantly, this unwritten contract includes the working conditions and amenities for these office, factory, retail and warehouse staff members.

These contracts are unwritten because they would be impossible to write, but the effect of an architect's work is far greater than any encompassed in the formal appointment documents with clients, whether they be individuals, contractors or corporate organizations.

These unwritten contracts, obligations over and above duties to the fee-paying clients, are a symbol of what it means to be a professional. With professional responsibility comes the obligation to carry professional indemnity insurance, expressing the long-term liability of architects for the work they undertake.

Construction companies and specialist subcontractors do not generally insure themselves except where they may undertake detailed design work. Their limited liability status, and their ability to close their company at the end of a contract or undertake construction work as part of a special financial vehicle that ceases on completion of the project, is in marked contrast to the seemingly eternal liabilities of the design professions.

Until recently, the assumption was that architects could and should fulfill their professional responsibilities through, among other things, involvement with assessing tenders and inspection of supervision of work on-site as it proceeds. Decisions involving design could not be taken without reference to the architect.

Is this any longer the case?

In the U.K., the answer is absolutely not. While small projects may run on conventional lines, using conventional forms of engagement, significant buildings these days tend to be procured using design-and-build contracts, often with the architect "novated" to work for the contractor, having successfully achieved planning permission. This sort of arrangement has been commonplace for two decades, and for architects there is some relief that the potentially antagonistic relationship between designer and contractor is, in theory, eased by the clarity of the new arrangement.

Unfortunately, it is not necessarily the case that the contractor respects the ideas or the work of the architect. In order to win the contract, unrealistic bids may have been submitted, meaning that to make the job profitable, the contractor needs to find savings in respect of time and cost of materials. There is built-in pressure to cut costs.

> " The problem for too many architects today is that they have responsibility without power.

To make cost-cutting sound respectable, the phrase "value engineering" has become ubiquitous in respect of the process between design completion and construction start. The late, great engineer Peter Rice had a succinct comment on the concept: "It has nothing to do with value, and all to do with engineering!" In reality, cost evaluation is essential and can be creative, but all too often it becomes a cynical exercise in making things worse.

The problem for novated architects is that they are now employed by the contractor — thereby losing their relationships with the client. It may mean that, under their contract, the architect cannot talk directly to the client without the contractor's permission or without the contractor being present. In this case, how can the client know that what is being delivered is what was designed in the first place? Or that changes are for the benefit of the client rather than the contractor's bank balance?

And what can the architect do if they think a piece of on-site construction is substandard, even if it conforms to code? As an employee of the contractor, they must either keep quiet or risk losing the job.

Smart clients may give a side contract to their architects to report directly to them on construction quality, perhaps monthly. Alternatively, they sometimes employ a respected architect from a different practice to act with client authority, conduct site visits and, again, report periodically. The advantage of both these arrangements is that the contractor is well aware they will not be able to get away with "marking their own homework" and that the client has eyes and ears on-site, regardless of the contractual relationship between contractor and novated architect.

The ethical question that arises from all this is whether the architect can successfully deliver on that unwritten contract with the unknown third-party user they have never met, when it is the contractor who is in the driver's seat.

This recalls criticism of media owners in 1930s Britain, memorably described by Prime Minister Stanley Baldwin as having "power without responsibility — the prerogative of the harlot throughout the ages."

The problem for too many architects today is that they have responsibility without power. They are the legal defendant of last resort only because they are obliged to carry professional liability insurance. This is not a healthy situation.

Paul Finch is Programme Director of the World Architecture Festival (WAF). He started professional life as a journalist in the early 1970s and has edited Building Design, Architects' Journal and Architectural Review, where he launched WAF in 2008. He has been co-editor of Planning in London since 1994. He was a founder-commissioner and later chair at the UK government's Commission for Architecture and the Built Environment (CABE) where he also chaired its design review programme, and its London Olympics design panel from 2005 to 2012. He holds an honorary doctorate from the University of Westminster and honorary fellowships from University College London and the Royal Institute of British Architects. He is an honorary member of the British Council for Offices and the Architectural Association. He was awarded an OBE for services to architecture in 2002.

Influencing Action:
The Power of Perspective to Act

Influencing Action: The Power of Perspective to Act

Steve McConnell

Managing Partner, NBBJ

Clear eyes for climate change action

On January 13th, 2022, I stood on a remote saddle high in the Ellsworth Mountains; it was about 20 degrees below Fahrenheit, but I was geared up for the cold. The view was infinite and amazing to behold. Spectacular mountains as high as 16,000 feet and glaciers averaging 6,000 feet deep below the surface spanned the horizon. I felt I stood at the very edge of the earth — an extreme place to be, yet a place so remote that I could not deny the perspective on life and our planet it offered.

To be here, a place solely of rock, ice, wind, silence and extreme cold, was to know self-reliance, awe and how fragile life can be. Still, something inexplicable was happening — it had snowed several inches the night before and I would soon discover more snow was coming in a raging storm a few days off.

Antarctica is a desert — the driest continent, with an average precipitation of 1.5 inches per year. Yet more than a foot of snow fell over the two weeks I was in the Ellsworth Mountains. "Yes, our climate is changing," I thought, "this snowstorm should not be happening." A few days later at high camp, a new storm raged on, and I wondered if the intense 60 mph winds I was experiencing would accelerate and endanger my life and whether climate change was the culprit. That day, in that moment, I feared climate change.

My adventure became a personal field study, clarifying what I've sensed, read and heard about climate change.

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Leaders ensure their organizations are guided by a compelling vision, relevant goals, coherent actions and on-course trajectories. Organizations that create the built environment must be concerned with the health of society.

Antarctica, Ellsworth Mountains, image courtesy of Steve McConnell

Returning to Seattle, 9,000 miles from Mount Vinson and the Ellsworth Mountains, I reflected on the essence of leadership and organizational responsibilities. Leaders ensure their organizations are guided by a compelling vision, relevant goals, coherent actions and on-course trajectories. Organizations that create the built environment must be concerned with the health of society.

Advancing the health of society safeguards our ethical purpose. Ethical purpose is an authoritative force for relevancy. Being relevant guarantees success. Finally, addressing climate change guarantees relevancy.

Perspective is powerful. We must act now to create sustainable, resilient, zero-carbon buildings and communities.

Steve McConnell, FAIA, LEED AP is Managing Partner atNBBJ - a certified CarbonNeutral® company and is a member of the firm's board of directors. He oversees the firm's multi-national organization — some 800 people across 12 offices, serving pioneering clients throughout North America, Europe, Asia and the Middle East. Together, Steve and his colleagues at NBBJ comprise a network of architects, interior and experience designers, innovators, clinical professionals, technologists, researchers and urbanists. NBBJ was recently recognized as the most innovative architecture firm in the world by Fast Company and as a firm "redefining the future of practice" by Architectural Record.

Shaping Futures

Shaping Futures

Wendy Rogers

CEO and CTO, LPA, Inc.

LPA CEO Wendy Rogers shares proven practices for preserving firm leadership

'm a Gen Xer. Often overlooked between baby boomers and millennials, we are a generation that revels in associating itself with "The Breakfast Club" and Tears for Fears rather than the Beatles and disco. Today, as a Gen Xer, I'm transitioning my company from boomers to the next generation — a responsibility I don't take lightly.

Over the last few years, we've seen an entire generation of architecture firms unprepared for succession. With no new leadership in place, they either sold out or closed their doors. Too many great firms lost their way.

LPA was founded in 1965 and remains a proudly independent, integrated design firm. Through wars, economic crashes and a global pandemic, the firm has survived and grown. The transition from one generation to the next is part of our legacy. The responsibility for firm transition must be taken seriously, especially now, with so many boomers ready to retire. In the last five years, we have had eight partners retire, with an additional five ready to follow.

My own experience provided an important guide map for my approach to preparing the next generation. I was promoted to principal almost 30 years ago at a hole-in-the-wall deli across from our office. The only thing I really remember about that moment, other than the location, is that I'd never had lunch with both our CEO and president at the same time before.

During the meal, they shared that I needed to learn everything about K-12 school design in case my managing partner was hit by a bus. Reflecting, I realize now this was early succession planning.

By the time I became CEO in 2017, we had grown into a firm that valued mentorship and actively worked to support rising talent. Leadership wanted to ensure the expertise in our firm was owned by more than one person and leveraged across the company. We are a firm that believes in identifying our future leaders and understanding how to make their transitions as seamless as possible.

Earlier this year, we elevated Kate Mraw, who started with the firm 18 years ago, to director of our K-12 educational design, overseeing our 37-year-old national practice. She replaced Jim Kisel, who led the practice for 28 years and kept a firm hand on the reins. Despite his grasp, Jim had the foresight and saw the wisdom in promoting Kate's deep talent and knowledge. In recent years, we made conscious decisions to provide Kate with additional coaching and expand her role across the firm. She helped influence many of the practice's most innovative projects, including the recently opened TIDE Academy, a three-story STEAM high school in Menlo Park, California. This transition has also been seamless and represents a step forward for the practice as Kate's leadership motivates and inspires our teams and clients.

As we approach the next round of retirements, I can rest assured that we have developed and executed thoroughly considered plans for each instance. We've invested in training. Our approach has been allowed to evolve, adapt and develop over 10 years. Despite our success in the transition process, we have learned some lessons along the way.

Top: Kate Mraw, Bottom: Jim Kisel, images courtesy LPA

To share them, here are a few recommendations for others facing leadership transitions:

- **Think (way) ahead.**
  Assess potential candidates for future roles early to understand their competencies and where development may be needed — and then invest in them! While some of this process sounds prescribed, I've found that it invited individuals into deeper conversation about their roles, the firm, the business and the profession.

- **Promote mentoring.**
  Boomers (and subsequent generations) must assume the responsibility to prepare their successor before retiring. Be a pain in the ass: Make them … and recognize that some will be incapable or unwilling to take on the role.

- **Conduct executive leadership training for your associates.**
  Targeted candidates who flourish, grow and become inspired by the engagement and opportunity are your next owners. The others will still benefit by being better professionals for the experience.

- **Be direct and ask your partners for their retirement timelines.**
  While some will resist and throw that line back at you about best-laid plans, I've found most become introspective, welcome the inquiry and collaborate in helpful ways. They're glad you care.

- **Document the agreement in a letter of understanding.**
  Documenting the plan records the vision and renders it shareable, accessible and captures intent. It never hurts.

TIDE Academy, photo credit Jason O'Rear

- **Define a time frame.**
  We have found that four-year plans work well. In such tangible time frames, leaders stay super engaged while investing in their successors. Many reduce their hours 10–15% in the last year as their day-to-day responsibilities are well-taken care of by their successors. Take advantage of this "extra time" and have them share their knowledge with your emerging professionals! Best investment ever.

- **Life happens and surprises occur.**
  If the majority of your transitions go as planned, it's easier to accommodate the outliers.

I am fortunate to work with a group of partners who want to leave LPA better than we found it. Our firm believes developing diverse talent is essential to our commitment to achieve better results on every project and budget. We treat succession and individual promotion as a responsibility, not a bureaucratic chore. We share the belief that planning for succession and mentoring the next generation is a fundamental part of the vision of our firm.

Wendy Rogers, FAIA, LEED AP is CEO and chief talent officer of LPA Design Studios, an integrated design firm dedicated to creating innovative environments that work better, do more with less and change people's lives. Wendy leads a team of more than 400 architects, engineers, landscape architects and interior designers in California and Texas. The firm embraces an inclusive and collaborative approach to create sustainable, timeless and resilient designs for corporate, educational, healthcare, recreation and municipal projects. LPA was honored as the American Institute of Architects (AIA) California's 2021 Firm of the Year. Wendy started her career as an intern at LPA and was named CEO in 2017. As CEO, she handles the day-to-day firm operations, with a special focus on increasing the role of LPA's proprietary research unit, LPAred, and expanding LPA's unique informed design approach. As chief talent officer, she is also responsible for developing firm culture and lifestyle to retain and attract people who want to grow and make a difference in the built environment. Wendy is a vocal advocate for sustainable design and the importance of using research to support design strategies and has made energy performance a core firm value. For two years in a row, LPA was largest firm in the country to surpass the AIA 2030 Commitment, which establishes annual targets for reducing energy in projects. She is a regular speaker at events advocating for designs that respond to the environment and user needs. A graduate of California Polytechnic State University in Pomona, California, Wendy is a LEED Accredited Professional and a fellow of the AIA.

Diversifying Architecture: Our Moral Responsibility

Diversifying Architecture: Our Moral Responsibility

Lauren Della Bella

President, SHP

Lauren Della Bella

President, SHP

SHP President Lauren Della Bella issues a challenge to the profession

Several years ago, I had a conversation with one of my employees about how difficult it was for him to decide to pursue a career in architecture. As the first person in his family to go to college, he felt tremendous pressure to choose the right profession. He didn't have the luxury of figuring it out as he went along; the cost of college left him no room for indecision. He received minimal guidance from his family and his high school. Most daunting of all? This bright, thoughtful young man is Black, and when he looked for guidance and mentoring, he didn't see people in our profession that look like him.

As a white woman, I couldn't fully put myself in his shoes, but I could relate, in part because I can still recall what it was like, nearly 40 years ago, entering our male-dominated profession. To reinforce my connection to this issue, throughout my career, I have interviewed and hired countless people, and candidates of color have consistently been in short supply.

Architecture is a profession that eagerly — often doggedly — takes on clients' complex and nuanced challenges. We are wired to attack problems and are addicted to the surge of pride and accomplishment that comes with solving them. Yet, mystifyingly, after decades, we have not solved the real and unmistakable issue of diversity, equity and inclusion (DEI) in our practices.

We have a moral responsibility to accomplish this now.

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Proper cultures can't simply be manufactured; they must be lived. When a truly welcome and supportive culture for all is real, then opportunities for individual and collective growth naturally follow – and feel genuine.

Attracting, retaining and rewarding diverse talent who reflect the human fabric of our communities and country should not be so difficult. Unfortunately, the political divide in the U.S. over race, immigration, women's rights and other issues — plus the disturbing inequities around access to quality education — make it harder than it should be. But that's no excuse for not doing the right thing.

In this spirit, the AIA has made diversity a priority while acknowledging the magnitude of the task. They're right. Public entities have used set-asides to address inequities, and the results have been hit-or-miss because — and this is too often missed — achieving equity and diversity is not really about ownership or revenue, it's about culture.

Creating firms with consistent cultures of acceptance, inclusivity, learning and support is essential to attracting and retaining a diverse staff. Such support means a willingness to meet people where they are, to listen and truly hear how *their* experiences influence *their* needs and *their* wants. For example, providing a Muslim designer a place to pray during the workday is just as important as providing a new mother a place to pump breast milk for her child. Encouraging participation in industry events, allocating time for consequential pro bono work, sponsoring H1B applications and advocating for the underserved are all opportunities to create and sustain more diverse and inclusive cultures.

Proper cultures can't simply be manufactured; they must be *lived*. When a truly welcome and supportive culture for all is real, then opportunities for individual and collective growth naturally follow — and feel genuine. When companies only pay lip service to DEI, they not only shirk their responsibilities but thwart human flourishing.

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What our profession needs to do to create and sustain a more diverse workforce can be done. We all have a responsibility to support these efforts.

Of course, before we can attract and retain more diverse talent, our industry must do a better job exposing underserved populations to the design professions. Career days at local schools are a good start but far from enough. It is our responsibility to meaningfully connect, mentor and guide students *long before* they're completing their college applications. Most importantly, students must see and be able to connect with people that look like them.

If you're not sure where to start to solve this problem, here's some inspiration: the Architectural Foundation of Cincinnati's Design Lab. It's free, hands-on, K-8 education program is provided to local teachers, particularly those in low-income neighborhoods. The program, which reaches 2,000 students a year, is focused on building awareness, knowledge and community to broaden and deepen student appreciation for the natural and built environments.

*Design Lab students, images courtesy SHP*

Through the Design Lab program, local design and construction professionals team up with educators to guide students through real-world design problems. Along the way, the students hone a variety of skills, including critical thinking, creative expression and verbal and visual communication.

At the end of the four-month program, the students' projects are displayed in the lobby of a downtown building, where they are judged in various categories. A diverse group from the local design, architecture and construction communities attends the award ceremony to cheer on and encourage the students — and ensure the students see people that look like them.

What our profession needs to do to create and sustain a more diverse workforce can be done. We all have a responsibility to support these efforts. With the abundance of creative talents and problem-solving skills in our industry, we should not only be able to solve diversity, equity and inclusion issues for ourselves, but leave a legacy for future generations and set an example for other professions to follow as well.

What are we waiting for?

Lauren Della Bella, LEED AP, is President of SHP. Her degree in Urban Planning steered her to work in impoverished Appalachian communities. She learned how important it was for people to have a place that was theirs no matter how meager or inadequate. Several years later, the opportunity to join SHP, a firm with a history of strengthening communities and resonated with her values and beliefs. In her thirty-four years with SHP since then, she has guided the firm's strategic vision, championed the development of SHP's community engagement process, developed Insite Magazine, and served as Chief Inspiration Officer of the 9 Billion Schools movement. Lauren feels strongly about helping women with leadership aspirations find the right path for advancement and success. She is a past president of the Architectural Foundation of Cincinnati, a Senior Fellow of the Design Futures Council, serves on the Cincinnati CEO Roundtable, is a member of the Women's President's Organization, and sits on the Advisory Boards for two colleges at the University of Cincinnati - Design, Art, Architecture and Planning, and Engineering and Applied Sciences.
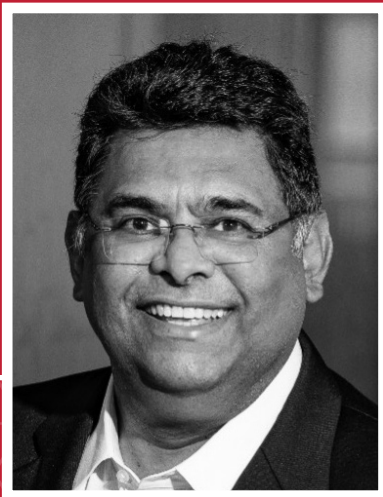
Tipping the Scales of Risks and Rewards on P3 Megaprojects

Tipping the Scales of Risks and Rewards on P3 Megaprojects

Dilip Choudhuri

President and CEO, Walter P Moore

Walter P Moore CEO Dilip Choudhuri calls for P3 change

Current State

Public-Private-Partnership (P3) financed megaproject procurement is broken. A recent study that examined 224 projects (with contract values between $250 million and $2 billion) concluded that P3 projects are among the biggest money losers for contractors. According to published reports, these losses are driving large, sophisticated contractors like Skanska, Granite and Flour to reduce P3 pursuits or exit the P3 market altogether. If this trend continues, the pool of prospective P3 bidders will become ever shallower, hurting everyone.

The Problem

On a P3 megaproject, risks exist for all participants during all three project phases: development, construction and operation. This essay focuses on the early stages of the P3 project and key contract aspects.

One of the most serious things ailing P3 is the growing disconnect between risks and rewards. The concessionaire (typically a P3 consortium) is attempting to flow down risks related to financing, the ability to reach financial close, site and regulatory risks, political and inflation risks (to name a few) onto the construction and design team. In successful arrangements, these risks should remain with the parties having the authority and capability to do something about them.

For P3 projects to work, the concessionaire must at least bear risks they are best suited to mitigate if they want to reap the benefits of ownership. Proper risk allocation — and balance — are essential.

P3 megaprojects are generally conducted under extremely tight schedules. Material prices and labor costs are constantly escalating and the resultant final project costs often exceed initial budgets. But the reasons why final project costs typically outstrip initial budgets are not remotely connected to what design and construction teams are tasked to do and have within their control. These kinds of project cost escalations always result in expensive litigation that wastes the time and energy of all concerned.

Project A

Take the example of a notional project, *Project A*, a multi-billion-dollar P3 project with transportation and building components on a brownfield site. To start with, in the US, there are no generally accepted industry risk management guidelines to protect the design and construction teams.

Five common themes are likely to be observed in the early stages of our notional P3 project, *Project A*:

1. Upstream agreements between the public entity and the concessionaire are highly complex, with little visibility to the design and construction team.

2. The selected concessionaire may not be fully capable of funding the project on their own because of the large project size. The design and construction team members have little knowledge of these dynamics.

1. Design teams may have to share design expertise and intellectual property without a contract or agreed upon terms or a commitment for full payment of early design efforts.

2. Design team proposals will, in most instances, not be signed. Teaming agreements will likely not be presented to the design team.

3. Insurance requirements from the P3 consortium/owner will flow down to the design and construction team.

This scenario for *Project A* affords little opportunity for teamwork, collaboration and transparency. Even if the entire design and construction team is fully aligned, there is a lack of collaboration between the P3 consortium and the design-build team, because they generally view the design and construction team as replaceable — essentially, a commodity.

Project A Solutions

- You could mitigate items 1 and 2 above with a full commitment toward greater transparency from the P3 consortium down to entire team of sub-consultants under a nondisclosure agreement.

- A basic early-stage teaming agreement that details scopes of work, fee and payment terms could mitigate items 3 and 4.

- A commitment to buy a Project Specific Policy (PSP) coupled with a limit of liability in the base contract could mitigate item 5.

- PSPs can provide professional liability coverage for the design team collectively and afford many other benefits. For example, PSPs have the advantage of providing the design team a joint defense. Unlike contingency funds or practice

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> We need the AEC industry to fix P3. We can do so by continuing to develop industry guidance and P3 benchmarks and by advocating for reconnection of P3 risks and rewards.

insurance, they can also provide a protected, primary fund source to compensate for contingencies arising from the inherent risks of P3 projects.

- Finally, PSPs may disincentivize or defer intra-design team disputes and litigation.

Each of the above mitigation strategies is a major topic on its own. Each requires more deliberate discussion. The point is — there are better ways to solve P3 megaproject procurement issues than those in current industry practice.

Why is the Risk-Reward Allocation Broken?

The U.S. is relatively new to the P3 world compared to Europe, Canada and South America. Lessons from our prior U.S.-based domestic P3 projects have not been widely shared to educate the design and construction community of the existential threats that exist on P3 projects gone sour.

Another reason is that the design and construction community is not working together to push harder for change when faced with risk-reward misallocation on P3 financed projects.

In many cases, public agencies are not looking through the concessionaire's lens and want to control and influence all aspects of the design, as they would in the case of a traditionally procured project.

Long project durations and complexities build in great uncertainty in the development of early stage demands for a guaranteed maximum price. This results in disputes and decisions counter to the overall program intent and inhibit project success.

Setting Up P3s for Success: The Upside

We need to set P3 projects up for success. This can't wait. Our country and industry depend on it. Indeed, a recent ASCE report card gives the nation's infrastructure a pathetic C- grade. To change this letter grade to an A grade and to create a cycle of growth and prosperity depends on a viable P3 market sector. The P3 project sector has the irreplaceable potential to unlock capital and unleash abundant opportunities for the architecture, engineering and construction (AEC) industry — one whose talented professionals are ready and capable into the foreseeable future. We need the AEC industry to fix P3. We can do so by continuing to develop industry guidance and P3 benchmarks and by advocating for reconnection of P3 risks and rewards.

Dilip Choudhuri serves as the president/CEO of Walter P Moore, an international company of creative people who solve some of the world's most complex challenges for the built world. The firm was founded in 1931 and employs 800+ professionals across 23 U.S. office locations and six international locations. Dilip is a member of the board at Walter P Moore and leads the executive committee and the firm's strategy council. Dilip is a fellow of the Structural Engineering Institute of ASCE and serves on several professional, academic and nonprofit boards.

Q2 INFLUENCE: RESPONSIBILITY

Downstream Effects

Downstream Effects

Jerod Hoffman

Managing Director, Meyer Borgman Johnson

What do we owe those we're not contracted with? MBJ's Jerod Hoffman explores limits on industry productivity

Day after day, we strive to make our clients happy. We put systems in place and guide our teams to ensure we are doing everything possible to serve our clients. In many cases, we do this even after having spent our fees or seeing the project services exceed our agreed upon scopes. We do this for good reason, to serve our direct client — the entity that hired us to secure the holy grail of consulting survival: repeat business!

But what about those downstream of us? What do we owe them, the parties we don't have contracts with? How should we treat them? What level of effort do we ask our teams to expend into providing fair playing fields and opportunities for profitable work for others on the project that have little to no influence on us getting repeat work with our clients?

In the design profession, the common design, bid, build delivery method sets up this self-limiting, adversarial discussion for many of us. If you are a design professional creating construction documents as deliverables, how do your documents impact subcontractors? Does their lack of clarity and completeness cause subcontractors to underbid and miss their chance to be profitable?

Should we continue to issue minimally detailed information on our drawings under the protection of specification minutia and general notes? Are profitability, life safety and securing repeat clients of the firm the only important aspects to focus on?

Most of us didn't become design professionals to practice in transactional modes. We wanted more — excellence and higher-level, longer-term goals specifically. Nonetheless, I have witnessed an unreasonable amount of incomplete "product" still being delivered by firms routinely. I see this every day in the work we do as engineering subconsultants to subcontractors in delegated structural work. The majority of the drawings issued as 100% construction documents by the engineer of record require significant Requests for Information (RFIs) and meetings simply to complete the subcontractor's work, especially in delegated submittals. This condition puts a financial burden on subcontractors and can create delays, both avoidable. Most Codes of Standard Practice describe what is required in contract documents, but these guidelines are often not completely followed by design professionals. However, on the bright side, I've seen great improvement in communicating delegated items on more progressive forms of delivery, including design-build, IPD-lite and connected model deliveries. These and similar delivery advancements can help bridge the gap of the otherwise pervasive issues in traditional design, bid, build delivery.

The long-standing rap on the construction industry is that we have the lowest rate of innovation and efficiency growth when compared to other industries. The impetus to accelerated change is missing. Why? Could it be that our myopic focus on contracts and doing less is constraining opportunities for innovation and acceleration in design industry productivity? Perhaps our slow rate of productivity growth is driven by low profitability or the lack of capital for R&D investments. Or maybe it's just short-term thinking.

> "
> Here's a point of beginning. Let's pause and reflect on how we may be contributing to this issue. Let's self-audit our footprints in this important area and lead with action. Retracting to merely complying with contractual requirements has hardly served us well. It's time we think beyond ourselves and consider helping others.

Accelerating Change? Look Beyond

Whatever the reason, we need to improve our leverage. How can we accelerate our rate of change? What can you as a firm leader do about this? Are you ready to apply the Golden Rule to the "others" on your projects? Do you want to help the industry advance? If so, here's a point of beginning. Let's pause and reflect on how we may be contributing to this issue. Let's self-audit our footprints in this important area and lead with action. Retracting to merely complying with contractual requirements has hardly served us well. It's time we think beyond ourselves and consider helping others. That's what differentiates leading firms. That's how we'd like to be treated. That's what makes clients come back. What do we owe? Plenty. Beyond our contracts, as leaders, we owe things like vision, action and empathy in our quests to change the business we love.

By looking downstream, as well as to the horizon, we can better serve our debt to those we lead and serve.

Jerod Hoffman, PE, is managing director at Meyer Borgman Johnson (MBJ) a national structural design firm. Hoffman is one of three executive team members of MBJ, where a decade ago he pioneered and continues to lead one of the largest delegated connection engineering practices in the U.S. He also directs MBJ's overall construction engineering services, including erection engineering, BIM to FAB integrated steel processes, connected model delivery and connection engineering. Committed to sharing his experiences with others, he has spoken at national and international conferences about his construction engineering experiences.

The Responsibility of Leadership and Management in Creating a Culture of Accountability

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The Responsibility of Leadership and Management in Creating a Culture of Accountability

Dan Noble

President, Chairman and CEO, HKS Architects

Dan Noble

President, Chairman and CEO, HKS Architects

HKS' Dan Noble investigates the continuum of individuality, teams and structure

Since I began my own journey as a CEO in 2014, I have spent a great deal of time thinking about what leadership means. More importantly, what are the characteristics of great leaders? I believe effective leadership begins with knowing yourself and connecting with those values you hold most dear. Most of the great leaders I have known were people who embodied their values, approached life with a boundless optimism and curiosity, and had a dogged determination to do more, learn more, be more.

Great leaders also have the ability to articulate a vision and to motivate people to achieve it. They don't rely on persuasive powers alone. They intrinsically know how to connect with people and how to inspire them to work together collectively to reach a goal that is bigger than themselves.

Leadership and management are often mistaken as being the same thing, but they are really very different. Leaders are focused on the vision of what could be and on rallying the troops to keep raising the bar, while managers are more focused on the day-to-day activities of getting things done. For any company to be successful, it needs both a visionary leader and talented managers, and it also needs a culture of accountability. Sometimes people have to wear both hats throughout the day.
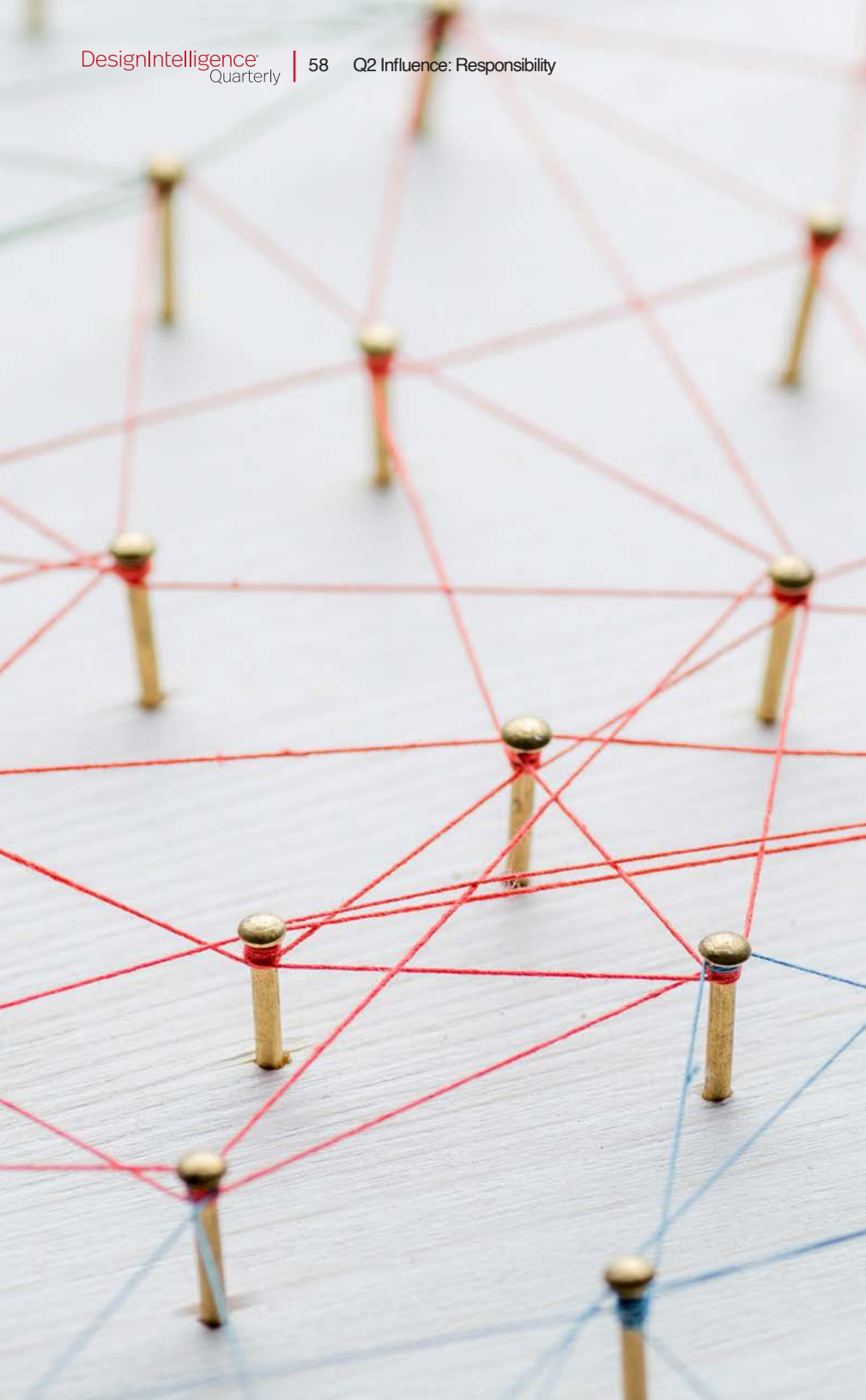
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There was this team dynamic ... a structure that allowed for individual improvisational decisions within a collective understanding of where those individual decisions fit in the overall team structure. There was a clarity of roles and a responsibility to the team to perform to the best of your ability while supporting your teammates. There was trust, respect, communication, focus, commitment and a deep sense of accountability to each other.

There's a dichotomy between individual agency and working effectively within an overall firm structure. They're both important, and in a firm like ours where we value an entrepreneurial spirit, we've got to have both to be successful and consistent and have a repeatable process through our 25 offices and 1,400 people worldwide.

Growing up, I loved basketball. I played through my freshman year of college until architecture became too demanding. We had two high schools in my hometown of Aberdeen, South Dakota. My high school had a class of around 110, and the other school had a class of around 400. The two teams were in different conferences. We both won our conferences three out of the four years I was in high school, and we both won a state championship during that time. In the summer, we had basketball camps and played each other often. We had so much structure in these camps and practices that the many repetitive drills and basics we learned in those drills and practices became ingrained in us.

The thing I loved about basketball was that there was this team dynamic … a structure that allowed for individual improvisational decisions within a collective understanding of where those individual decisions fit in the overall team structure. There was a clarity of roles and a responsibility to the team to perform to the best of your ability while supporting your teammates. There was trust, respect, communication, focus, commitment and a deep sense of accountability to each other.

That is the culture we strive to create in our firm. We want to lean into the skills we have learned and the trust we have built with each other to work seamlessly together across all our offices and practices, while still having the individual agency to do what we love to do. We are running the drills, recognizing we all have a part to play in making our firm the best it can be.

As leaders, creating the opportunities for unique individuals to thrive within structured team environments is not just our role in our firms, it is a responsibility to the development of our colleagues, to the well-being of our organizations, and to the clients, partners and communities we serve. Creating those cultures of accountability are what we're here for.

Dan Noble is president, chairman and CEO of HKS Architects.

Driving Down Carbon

Driving Down Carbon: Beyond Responsibility – to Action

Left: Kathy Wardle

Principal & Director of Sustainability
Perkins&Will

Right: Mary Dickinson

Associate Principal & Director of Sustainability,
Perkins&Will

Perkins&Will leaders urge bold collaborative change

Needs … and Questions

As we recover from a global health crisis, we must not lose sight of the urgent need to address climate change. In the wake of last year's UN Climate Change Conference of the Parties (COP26) and the latest findings from the Intergovernmental Panel on Climate Change,[1] global companies and governments are ratcheting up climate action commitments to find innovative ways to reduce greenhouse gas emissions across all sectors. But the question is: Are we moving fast enough to decarbonize the building sector? And how can we address climate health while also ensuring human health remains a priority?

For a decade, the architecture profession has been set on realizing zero operational carbon by 2030. But at COP26, the Glasgow Climate Pact called on countries to reach new, more aggressive goals by 2023 in a collective emergency effort to stop the planet's temperature from climbing another 1.5 degrees Celsius (2.7 degrees Fahrenheit). Our charge, our *responsibility*, isn't just coming up with a plan by 2023, it's *acting boldly* — and *now*.

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[1] *Intergovernmental Panel on Climate Change, "IPCC Sixth Assessment Report Mitigation of Climate Change," April 4, 2022.* www.ipcc.ch/report/ar6/wg3/resources/spm-headline-statements/.

According to the World Green Building Council, the building and construction sector is responsible for 36% of global energy consumption, 38% of energy-related carbon emissions and 50% of resource consumption. It's expected to double its total footprint by 2060.[2] As architects and designers, we cannot deny our responsibility to guide our clients toward solutions that will reduce operational and embodied carbon. And we cannot postpone our efforts to balance this priority with other urgencies, such as protecting human health and well-being.

Understanding Carbon

While the desire to design a "zero" carbon building has become popular, we must be realistic about what this means — and what it entails. Carbon emitted over the entire life of a building is commonly known as whole-life carbon. Operational carbon refers to carbon emissions emitted during the use phase of a building. Embodied carbon refers to the greenhouse gas emissions arising from the manufacturing, transportation, installation, maintenance and disposal of building materials.[3] The following diagram depicts these carbon life-cycle stages.

Over the last decade, great strides have been made in reducing building operational emissions, even with economic growth and expansion of the sector. Architecture 2030 reports that, while the U.S. GDP and building sector floor area increased by 26.2% and 18%, respectively, since 2005, building sector energy use and carbon dioxide emissions decreased by 1.7% and 21% in that time — despite the addition of 47 billion square feet of building stock.[4] This scale of reduction in CO2 emissions reaffirms that our sector has the capability to execute low-carbon buildings while supporting economic growth.
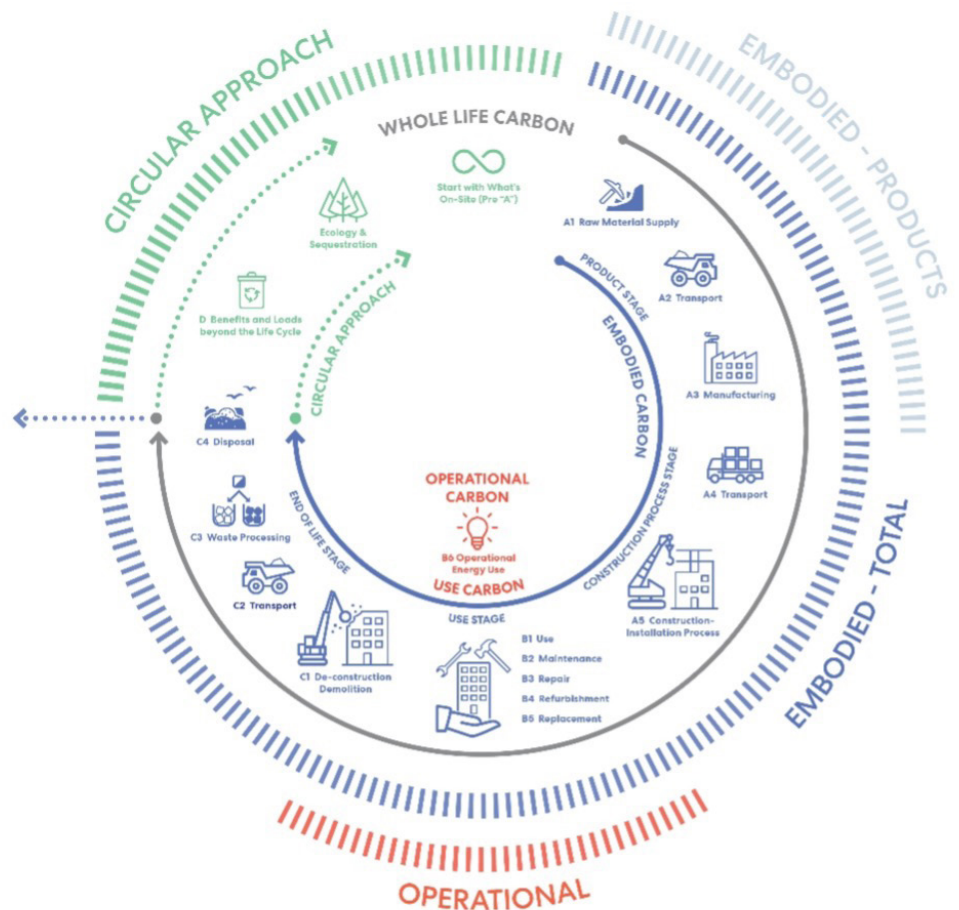
Whole-Life Carbon Diagram. Image adapted from BS EN 15978:2011 "Sustainability of Construction Works — Assessment of Environmental Performance of Buildings — Calculation Method", courtesy Perkins&Will.

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[2] *World Green Building Council.* www.worldgbc.org/.

[3] *Carbon Leadership Forum, "Climate, Carbon, and the Built Environment: The Impact of Buildings on Carbon Emissions."* carbonleadershipforum.org/the-carbon-challenge/.

[4] *Architecture 2030, "Unprecedent Way Forward," February 2020.* architecture2030.org/unprecedented-a-way-forward.

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> Such an approach and set of outcomes empowers each client to make carbon-informed decisions while considering material and system options. The worst thing we can do is neglect to have the conversation – or fail to attempt it.

A major driver for reductions in operational emissions is jurisdictions around the globe introducing stricter performance-based codes, as well as the decarbonization of the energy grid. The C40 Cities, a network of 100-leading metropolitan areas, is one example of how municipalities are deploying strategies to limit global heating to 1.5 degrees Celsius. These cities have committed to owning, occupying and developing assets that are net-zero carbon in operations by 2030.[5] Additionally, the city of Vancouver has introduced a Zero Emissions Building Plan, setting performance-based targets for energy use, thermal energy demand and greenhouse gas emissions for all projects undergoing a rezoning. Other global cities, such as New York and London, have similar performance-based requirements aimed at driving down operational emissions.

Higher Standards

But even as we design buildings that perform better during their use phase, embodied carbon emissions in construction materials contribute a significant portion of whole-life carbon. Thus, there is urgency to address embodied carbon in design as well. Building upon its Zero Emissions Building Plan, Vancouver is also mobilizing to regulate embodied carbon: Effective in July 2023, all new buildings will be required to report embodied carbon performance and meet whole-building greenhouse gas intensity limits that include emissions from refrigerants. By 2025, performance-based thresholds will be mandated for the Vancouver building sector. Similarly, in the U.K., the Greater London Authority requires whole-life carbon assessment of projects over a certain size, and there is growing pressure to regulate embodied carbon in the UK's national building regulations (Part Z).[6]

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[5] C40 Cities, "Net Zero Carbon Buildings Declaration." www.c40.org/declarations/net-zero-carbon-buildings-declaration/.
[6] Part Z. https://part-z.uk/.

At the same time, many of our clients in all sectors are following suit. A growing body of clients is establishing climate action plans, reporting to investors on their Environmental, Social, and Governance (ESG) commitments, and/or becoming signatories of global commitments, such as the World Green Building Council's Net-Zero Buildings Carbon Commitment,[7] which sets a protocol for reducing whole-life carbon emissions from business operations.

In 2019, many Fortune 500 companies began setting climate action and carbon reduction targets.[8] The most common targets included:

A. Achieving carbon neutrality by completely offsetting greenhouse gas emissions.

B. Setting a target for business operations to rely 100% on renewable energy

C. Establishing a science-based target (SBT) that strives to reduce emissions in line with the need to keep global warming below 2 degrees Celsius.[9]

It can be argued that not all targets are equal, with SBT targets being the most rigorous and effective way to reduce greenhouse gas emissions in the atmosphere.

More recently, the U.S. Securities and Exchange Commission (SEC) proposed changes to disclosure requirements that would make information about companies' direct greenhouse gas emissions public, specifically, (SEC's Scope 1) and indirect emissions from purchased electricity or other forms of energy (SEC's Scope 2), along with other climate-related risks.[10]

A Systems Approach

As regulatory authorities tighten policies, and as clients start to track and disclose their carbon emissions, we can help our clients meet their obligations through the design of low-carbon environments. To do so, we need to consistently employ a systems-based approach to maximizing whole-life carbon emissions reductions. This approach can include:

1. **Circularity:** Uncovering ways to build less through building reuse, reuse of building materials and smart use of materials (so that they may be reused in the future).

2. **Passive Design:** Exploring ways to reduce building energy demand through prioritization of the building orientation and envelope.

3. **Building System Optimization:** Using energy efficient systems and equipment, and carefully considering fuel sources — including switching to clean fuel sources.

4. **Integration of Renewables:** Designing for renewable energy systems, such as roof-mounted photovoltaics, building integrated photovoltaics, wind, etc.

5. **Offsets:** Addressing any outstanding greenhouse emissions — *only after all viable design measures have been implemented* — by purchasing offsets to arrive at a net-zero carbon outcome.

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[7] *World Green Building Council, "The Net Zero Carbon Buildings Commitment." www.worldgbc.org/thecommitment.*

[8] *Marcus Lu, "Visualizing the Climate Targets of Fortune 500 Companies," June 3, 2021, Visual Capitalist. www.visualcapitalist.com/climate-targets-of-fortune-500-companies/.*

[9] *Lu, "Visualizing the Climate Targets."*

[10] *U.S. Securities and Exchange Commission, "SEC Proposes Rules to Enhance and Standardize Climate-Related Disclosures for Investors," March 21, 2022. www.sec.gov/news/press-release/2022-46.*

Using this framework, along with new and emerging industry-leading tools, we can facilitate conversations with our clients, forecast carbon conservation measures and unlock the potential of each new project. Such an approach and set of outcomes empowers each client to make carbon-informed decisions while considering material and system options. The worst thing we can do is neglect to have the conversation — or fail to attempt it.

While the need to reduce carbon emissions in the built environment is urgent, other priorities, such as designing healthy spaces, cannot be overlooked. Both should be addressed simultaneously, as they are synergistic and offer many co-benefits. For example, increasing outside air to improve indoor air quality does not necessarily mean increased operational energy. We can strike a balance by determining the volume of increased air we can obtain before increasing the size of our mechanical equipment. Similarly, in material selection, a well-insulated building optimizes a building's energy performance, but blowing agents used in making or applying insulation can exponentially increase the product's global warming potential. Other ingredients in insulation can introduce known toxins to human health, such as flame retardants or formaldehyde, which are carcinogens. Fortunately, a variety of high-performing insulation options are now available that can drastically reduce climate and human health impacts.

Kaiser Borsari Hall for the Electrical Engineering and Computer Science programs at Western Washington University in Bellingham, WA. The science building is the first on campus to pursue both Net-Zero Carbon and Net-Zero Energy certifications through the International Living Future Institute (ILFI). Rendering image courtesy of Perkins&Will.

Obligation and Action

With a growing urgency to act boldly and decarbonize the building sector, architects and designers have a professional obligation to hasten our collective efforts. We are well-positioned to do this already — through the routine delivery of our services and by leveraging our skills and knowledge in sustainable design. We must implement the readily available tools to reduce the whole-life carbon of building operations and construction. Working in partnership with leading industry think tanks, scientists, researchers and, most importantly, our clients, we can help meet the most pressing needs of our planet.

Kathy Wardle, M.E.S., LEED Fellow, WELL AP, RELi AP

As principal and director of sustainability, Kathy plays an instrumental role in the development of high-performance green building projects. She is currently advising on three large-scale projects pursuing net-zero operational carbon design and managing a team of sustainable building design and energy advisers that offer clients a range of sustainability services. Kathy is well versed in sustainability issues ranging from resilient design, energy and carbon performance of buildings to the health and wellness of building inhabitants and co-chairs the firmwide Living Design Leadership Council and chairs Dar Group's Sustainability Council.

Mary Dickinson, Associate AIA, RID, LEED AP® BD+C

As associate principal and director of sustainability, Mary has worked on over five million square feet of sustainable design projects, many of which have been 2030 compliant. She managed the creation and launch of Perkins&Will's new transparency site and updated precautionary list. Fueled by her passion in refining the role and the impact of the built environment on human and ecological health, Mary co-chairs the firmwide Living Design Leadership Council and sits on the research board — roles that allow her the opportunity to respond quickly to the firm's big ideas, share and apply them with in-house design teams.

OBSERVATIONS

"You cannot escape the responsibility of tomorrow by evading it today."

- Abraham Lincoln

"The architect represents neither a Dionysian nor an Apollinian condition: here it is the mighty act of will, the will which moves mountains, the intoxication of the strong will, which demands artistic expression. The most powerful men have always inspired the architects; the architect has always been influenced by power."

- Friedrich Nietzsche

"A hero is someone who understands the responsibility that comes with his freedom."

- Bob Dylan

"There are two primary choices in life: to accept conditions as they exist or accept the responsibility for changing them... Change the changeable, accept the unchangeable, and remove yourself from the unacceptable."

- Denis Waitley

"Diversity is the clue to our common humanity and our common future. I use architecture as a tool to illuminate and bring that knowledge of our common humanities into the future. You are shaped by the world around you. My sense of thinking about architecture ... it's not just enough to build. But it's important to imbue the future we make with the past, [and] to imbue the future we make with the memories of our ancestors, the teachings of our ancestors."

- David Adjaye

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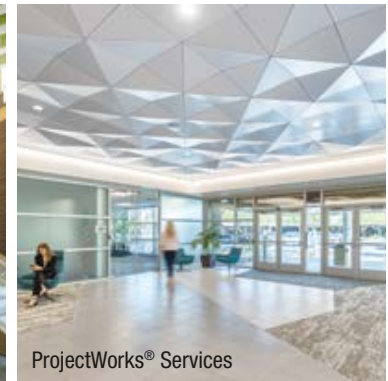
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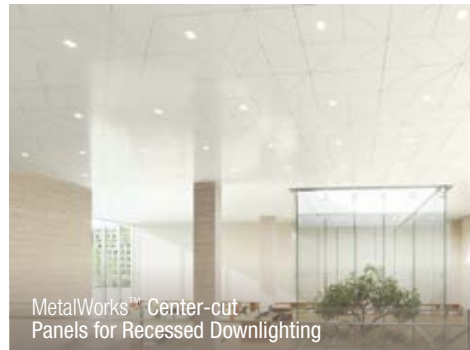
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