

WE21: Managing Design

Wednesday, May 18, 2005, 1-5pm

Provided by the Practice Management
Knowledge Community

Victor O. Schinnerer & Company, PMKC 2004 Legacy Sponsor



AIA PreConvention Workshop

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agenda

1. Introduction: **15 min**
2. Panelist Statements: **50 min** (2 panelists @ 25 min. each)
Panelists outline their philosophy of design and/or management

BREAK – 10 min
3. Panelist Statements: **75 min** (3 panelists @ 25 min. each)
Panelists outline their philosophy of design and/or management

BREAK – 5 min
4. Prepared Questions: **15-20 min**
 - Describe your (or your firm's) strategy/process for defining, benchmarking and tracking data to support project design goals.
 - Is the strategy different for different project types, sizes, and/or locations?
 - What are unique challenges you face in providing quality design within your firm's financial goals and/or organizational strategy, and how do you address them?
5. Participant Issues & Questions: **50-55 min**
6. Wrap-Up: **15 min**

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workshop panelists

in order of appearance:

Craig Curtis, AIA	Seattle
Nick Seierup, AIA	Los Angeles
Jim Sawyer, AIA	New York
Andy McLean, FAIA	Atlanta
Windom Kimsey, FAIA	Las Vegas

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handout contents

1. Panelists
2. Bios/Firm Profiles
3. Panelists' Select Presentation Slides
4. Notes from 2003 Managing Design Workshop
5. Glossary
6. Recommended Reading/Resources

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session goals

multiple perspectives on achieving high quality design
in successful business atmospheres

panelists will address:

1. multiple approaches to both design & firm management
2. techniques for effective project communication
3. strategies to promote quality design within project budgets and fees
4. processes for tracking and controlling project progress
5. the importance of design strategy in firm success
6. the importance of management strategy in firm success

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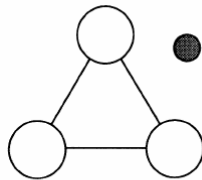
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role: designers & managers

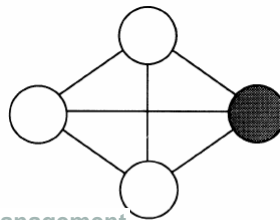
**To “act responsibly in the world to transform
existing situations into more preferred ones.”**

(H. Simon, on the role of the designer)



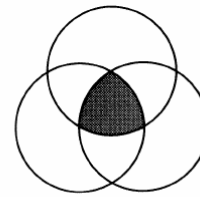
Management

Design Outside
the Mainstream



Management

Design as Partner
in Decision Making



Management

Design as Catalyst

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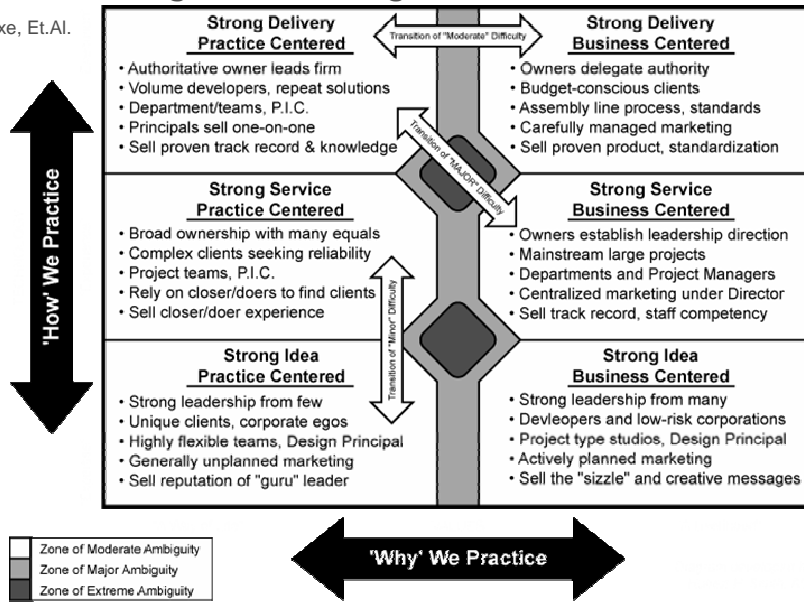
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Success Strategies for Design Professionals

by Weld Cox, Et.Al.



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a new direction...

“Design management is about applied innovation: capturing the talent and resources available inside and outside your organization to create new products, new environments, and new user experiences. ...

The successful blending of design and business interests will require designers to broaden their self- definition and to couch their insights in the language of business rather than solely in terms of aesthetics, human factors, and environmental quality.

-- Thomas Kelley, General Manager, IDEO



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considerations

1. Aligning resources with your firm's strategy:

- analyzing corporate strategy in relation to design
- identifying and seizing of design needs
- planning the implementation of management activities related to those needs

2. Organizing design resources for optimization:

- identifying processes
- assigning roles and tasks
- co-coordinating and following up

3. Assessing results to improve efficiency:

- setting up and applying control indicators
- analyzing the results
- readjusting resource allocations consequently.

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managing design issues

Moderator/Panelist:	Andrea Cohen Gehring, AIA	WWCOT
Panelists:	Eugene Watanabe, AIA	Gensler
	Stephen Swicegood, FAIA	Idea Span
	Rob Wellington Quigley, FAIA	Rob Wellington Quigley Architects

2003 Conclusions

Although the firms differed markedly in their specific day-to-day management styles and philosophies, a number of common threads emerged. As the workshop made clear, successful management of the design process in any firm relies on the following ideas:

- Open communication and clear expectations among the design team staff and leadership is critical to understanding and meeting individual and group goals.
- Given the complexity of today's architectural projects, a team spirit helps individuals to collaborate effectively, thus helping them to develop good solutions—and enabling the firm to give clients the best design product.
- The hiring and retention of responsible, smart, trustworthy people is imperative for good design.
- An atmosphere of professional mutual respect is critical to successful collaboration.
- Strong team members are good listeners.
- Innovation in any given area of practice or design is based on expertise in that area.
- To successfully think "outside the box," we must practice in a creative, safe, and nurturing or mentoring environment.
- Every client is important, every project is an opportunity.

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