Welcome to your interactive Delegate Resource Pack. We would like to take this opportunity to thank you for attending our Future Leaders Seminar: Learning to Lead. We hope you had an inspiring day. This document offers a summary of the insights shared throughout the afternoon and links to recordings of all presentations and panel discussions should you wish to watch them again.

Clicking the arrow icon on each session summary will take you to the recording.

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Welcome
Lucy Carmichael, RIBA Director of Practice

The RIBA’s Future Leaders programme was devised in recognition of the crucial importance of leadership to the future of the profession.

Talented architects need to be better equipped with the soft skills and business know-how that agile and resilient practice requires.

As events have unfolded over the last year, it has become even more apparent that leadership is important not only for a thriving architecture profession, but also to the wider design and construction industry.

The need for architects to step up and play a central role, leading and coordinating teams and projects has never been more pressing.
Keynote: Future-Engage-Deliver
Steve Radcliffe, Leadership Coach

In his keynote, Steve Radcliffe introduced the framework for leadership which he has developed in the course of his professional career. Future–Engage–Deliver distils his observation of leadership in action.

It is Steve’s firm belief that leadership is not a rarefied quality, innate to gifted and charismatic individuals only, but can be understood and practised by all who are motivated to do so. Above all it is about adopting a leadership mindset and acknowledging that successful leadership takes practice, just like being a good architect takes practice.

First Principles

• You need to ask yourself how you want to grow as a leader.
• Leadership is a rare quality – most organisations are over managed and under led.
• All leaders make a difference. As John Quincy Adams states: ‘If your actions inspire people to dream more, learn more, do more and become more, you are a leader.’
• Leadership can happen at all levels, not just at the top of an organisation.
• You can bring the leader’s mindset to operator and manager tasks
• The operator role is the place where people are the most confident. If you are an architect, for instance, you don’t want to let go of designing.
• You need to be a conscious leader, noticing where you are: pause and choose.
• The common feature of all leaders is that they are ‘up to something’ – that they are connected to what they care about.
• Failure is not falling off a bike, but failing to get back on it when you fall off.

Future

• Leadership mode means speculating on the future. The operator and manager roles are limited by the present.
• Leadership requires spirit energy, purpose and hope.
• It is all about impact on others and how you leave them feeling.
**Engage**
- Engagement is about trust, respect, empathy/human connection, reward (sparking opportunities), vision, enthusiasm (from the Greek for vitality), time and common goals.
- As a leader you primarily deliver through and with others.
- You have to make big requests and have the ability to form big relationships. Teams fail if relationships are not big enough to get the job done.
- Engage others to buy into your goals and make them shared goals. Do not tell them what to do but find common ground and build partnerships.
- Seek to understand others deeply: what motivates them? What do they care about? Are you giving them a stake in the outcome?
- Create a sense of opportunity for others, not just yourself.
- Make people feel valued and listen to their opinions.

**Deliver**
- Keep nurturing relationships and teams, they are key to delivery.
- ‘Spirit’ energy is crucial for leading, closely followed by the emotional energy needed to build relationships.
- Help manage the ‘spirit’ and emotional energies of others.
- Nelson Mandela: ‘Vision without action is merely a dream.’

To see Steve Radcliffe’s presentation, click on the link below:
[https://riba.box.com/s/aamjqtrwa90xrfyypaf-5far51t2q29z](https://riba.box.com/s/aamjqtrwa90xrfyypaf-5far51t2q29z)
Future: Strategy, Planning and Vision
Teresa Borsuk, Senior Partner, at PTE.

Teresa Borsuk has over 30 years’ experience in the housing, mixed-use and regeneration sectors. She is involved in PTE’s own property development activity and has acted as a developer, architect and main contractor on one project. Teresa is a Riba Client Adviser, RICS Awards and competitions judge and is on the LLDC Quality Review Panel. She was awarded AJ Woman Architect of the Year in 2015: under her leadership the number of women on the staff at PTE has risen to over 50 per cent.

**The essence of leadership**
- Leadership is not formulaic, it is personal.
- Previously charisma and decisiveness were regarded as essential to leadership; now it is about cooperation, integrity, decency, patience and humility.
- Leadership is about finding ways to encourage people to combine their efforts, talents and insights. At PTE all members of staff have to cook lunch for their 150 colleagues. it is a challenge and an example of uplifting the ‘spirit energy’.
- It is not about the role, but the goal. Great leaders set out to make a difference not to lead.

**Becoming a leader**
- You can be a leader at any stage of your career; all you need is the desire to grow.
- Leaders can change the culture and ethos of a practice. Opportunity as well as great responsibility.
- In her own career, Teresa experienced a ‘glass ceiling’ before joining PTE. In contrast, PTE was founded on a progressive ethos, pursuing both social and environmental sustainability.
- Vision is at the core of leadership and is at the heart of strategy; for vision to be effective it needs to be clearly communicated to engage people.
• Vision can be communicated in a variety of different ways: through words, social media, or, as at PTE, a Brand Book that communicates ethos and standards of practice internally and externally.

**Strategy and planning**
• The process of realising the vision – the strategy and the planning – are just as important.
• PTE’s partners take time out of the office annually to develop the practice’s vision and strategy.
• PTE’s Fitness Plan sets out its vision, strategy, planning, performance measures and responsibilities.

**Managing change**
• Change is a constant; managing it has become an expanding discipline.
• You need to hang on to your ethos while managing change.

**Facilitating female leadership**
• PTE achieved an even gender split at partner level through the conscious effort to create an inclusive office environment.
• Women at PTE are role models through their visibility and success.

**3 Key Leadership Challenges**
• External Challenges: opposition, crises, annoyances, conflicts.
• Internal Challenges: insecurity, impatience, intolerance, indecisiveness.
• Challenges arising from the leadership itself: responsibility, vision, motivating others, managing change.

To see Teresa Borsuk’s presentation, click on the link below: [https://riba.box.com/s/235m-1j5nie5mxsivj59yat27aytx4qgf](https://riba.box.com/s/235m-1j5nie5mxsivj59yat27aytx4qgf)
Finding Your Leadership Style Workshop
Matthew Turner, architect, coach and career consultant

Matthew Turner is an architect, regeneration grant manager, client advisor and founder of buildingonarchitecture.com. He has a background in architectural practice in the UK, Europe, India and Australia. He is currently a Senior Project Officer for the Mayor of London’s Regeneration team and ‘The Coach’, an expert careers columnist for The Architects’ Journal. His careers consultancy Buildingonarchitecture.com offers coaching and careers consultancy services to architects and architectural firms.

People are shaped by their personality
- Our different personalities are apparent from a very young age.
- People take different approaches to the same thing – accept this, don’t be too frustrated.
- Personality styles also depend on circumstance and are contingent on context.

Personality shapes success
- How we interact with people has a lot more influence on our success than we think.
- An awareness of our own character/personality types is needed to understand how to succeed.
- It is just as important to understand the personality types of our team mates as our own.

A way to think about character types
- Main elements of mind (what drains and energises us), energy (how we take in information, focusing on the detail or the big picture), nature (the thinking or feeling person) and self-management tactics (approach to work, planning and decision-making).
- From these elements extrapolate the different character types: extrovert-introvert, observer-intuitive, thinker-feeler or judger-prospector.

Mind
- Individuals who are introverts tend to prefer solitary activities and get exhausted by social interaction.
• Extroverts prefer group activities and get energised by social interaction. They tend to be more enthusiastic and more easily excited than introverts.

Prospecting individuals are very good at improvising and spotting opportunities. They tend to be flexible, relaxed nonconformists who prefer keeping their options open.

Energy
• Observant individuals are highly practical, pragmatic and down-to-earth. They tend to have strong habits and focus on what is happening or has already happened.
• Intuitive individuals are very imaginative, open-minded and curious. They prefer novelty over stability and focus on hidden meanings and future possibilities.

What personality type are you?
• Online personality test at 16personalities.com assigns user choices to sixteen personality types, a variation on Myers-Briggs.
• Personality types are divided in groups of ‘analysts’, ‘diplomats’, ‘sentinels’ and ‘explorers’
• These personality types are likely to shape behaviours in a broad way, as well as leadership styles.

Nature
• Thinking individuals focus on objectivity and rationality, prioritizing logic over emotions. They tend to hide their feelings and see efficiency as more important than cooperation.
• Feeling individuals are sensitive and emotionally expressive. They are more empathic and less competitive than thinking types, and focus on social harmony and cooperation.

In conclusion
• Each type has its own strengths and challenges.
• Understanding yourself allows you to see your strengths and weaknesses, and react accordingly.
• Recognise what parts of a job work best for you, and how to spot character types in others.

3 Key Leadership Challenges
• Get to know your personality type.
• Play to your strengths.
• Grow aware of the personalities of those around you.

To see Matthew Turner’s presentation, click on the link below: https://riba.box.com/s/bphdw7jxvb-cpnbtmfbgn5r4kvtqzcfx
Engage: Connecting with individuals, teams and clients
Alison Brooks, Principal and Creative Director, Alison Brooks Architects

Alison Brooks is one of the leading architects of her generation. She has developed an international reputation for award-winning work since founding the practice in 1996. The studio's approach is marked out by its cultural research and an attuned response to place, community and landscape. This has resulted in a portfolio of projects with its own distinct identity, encompassing urban design, housing, education and buildings for the arts.

In 2017 Alison was appointed as a Royal Designer for Industry by the RSA and selected as Mayors Design Advocate for London. She was honoured with the 2017 AJ 100 Contribution to the Profession Award. Born in Ontario, Canada in 1962, she moved to London in 1988 after graduating with a BES and BArch from the University of Waterloo.

Concept of leadership
• Critical of term ‘leadership’ when used in a one-dimensional and limiting way.
• However, positive leadership qualities – engaging with colleagues and community – should be discussed more in architecture schools.
• Everyone has the capacity to change and develop, rather than be stuck in a personality type.
• Be proactive. Do not expect others to do things for you but do it yourself.

Invite others to coinvent
• Follows the hive-mind model: it opens up the problem to the team and provides the opportunity to extract the best ideas.
• Focus always on making the practice open to ideas and people.
• Every project should be a testing ground, helping to prove a thesis through your work. A mission attracts people.
• Try to create an environment where everyone can fully contribute, even students and graduates.
**Engage with humility**
- Be interested in what people are saying, this makes for better conversations and relationships.
- Value people’s ideas. Have a sense of humour, don’t take yourself too seriously.
- Don’t wear headphones at work, don’t shut yourself out.

**Ideals then ideas**
- Put your ethical belief system at the forefront of your work.
- For Alison, this means authenticity, generosity, civicness and beauty.
- Doing so helps clients understand you and your work.
- By standing up for your own values you can help to positively influence your clients.
- Remember that every project has a civic role in the wider built context.
- Be comfortable to stand for beauty.
- What might be your values equivalent to Alison’s principles?

**3 Key Leadership Takeaways**
- Root your work in your belief system
- Empathy, Enthusiasm, Energy and Sense of Humour
- It’s not about ‘you’, it’s about the architecture.

To see Alison Brooks presentation, click on the link below: [https://riba.box.com/s/sugempmkegrfrmc088enow0uulmmml50](https://riba.box.com/s/sugempmkegrfrmc088enow0uulmmml50)
Deliver Panel
Chair: Nigel Ostime, Project Delivery Director, Hawkins\Brown

Nigel has broad experience in the design and delivery of complex projects and has managed multidisciplinary consultant teams through all project stages. He is a member of the RIBA Practice & Profession Committee and Chair of the RIBA Client Liaison Group. As a member of the RIBA Large Practice Group he set up the RIBA Future Leaders programme in 2011. Nigel lectures on ‘what clients want’ and project process at the AA, The Bartlett, Manchester and Westminster and is author of A Commercial Client’s Guide to Engaging an Architect, Small Projects Handbook, RIBA Job Book and Handbook of Practice Management.

Panel

Ed Clark, Director, Building Engineering Group, Arup
Ed is recognised as an accomplished structural designer through his contribution to complex projects. He holds a firm belief in the concept of ‘total design’ and the improved quality and economy that can be generated through an integrated and truly holistic approach.

Davinia Venton, Associate Director for Land and New Business, Countryside Properties
Davinia is experienced in delivering major mixed use, mixed-tenure regeneration projects across London and the South East. Responsible for establishing design parameters and the sales and commercial strategy, she leads on the financial and legal structures, including joint ventures with local authorities and the largest housing associations.

Daniel Winder, Design Lead, Lendlease Residential Construction Business
Daniel has been an architect for over 20 years, he now oversees residential development design management at Lendlease. He is responsible for the whole process from initial client contact through to delivery of the final construction procurement and post-occupancy, encompassing strategic briefing, building portfolio review, acquisition and disposal, workplace consultancy, development and design and evaluation.
The client perspective to delivery

- The RIBA 'Working with Architects' Client Survey 2016 found that clients want architects to be better at communication and listening: https://www.architecture.com/-/media/gathercontent/working-with-architects-survey/additional-documents/ribaclientsurveyfinalscreenwithoutappendix.pdf.pdf

- Clients want architects to understand project finance and management, and to also understand their own business. Contractors were particularly vocal about this.

What are examples of good and bad communication in architect vs engineer-led teams?

- Ed: architects are generally better communicators than engineers. They are often very good at selling their schemes to clients, as 'set piece communication'.

- Davinia: architects are fundamental to public procurement, to getting buy-in from the GLA or an LPA. They need to have a really clear vision, and to be able to defend their vision. Don't die in the detail.

- Daniel: really know your scheme. You don’t necessarily need a long PowerPoint presentation, if you know your project by heart you can turn up with a pen. Understand also the project drivers.

- Keep the communication going throughout the entire process. Tell people what you are doing as you do it, do not just throw an outcome at them at the end. This will prevent you going off into the wrong direction and spending too much time on things the client doesn't value.

How good are architects at decision making, do you want them to lead the team?

- Ed: design your design process before you start. Develop a bespoke process for each project rather than repeat what worked before.

- Davinia: drawing on extensive experience of working with multidisciplinary teams and several architectural practices at any one time, it is apparent that some architects can work very well together, while others get very protective over their work and their red line. For the client a transparent collaborative approach is fundamental, which allows the best idea to win the site.

- Dan: it is clear from working with individual architects on single large plots, where architects are appointed as the leaders of the design team and lead coordinator, they need to step up and lead the process much more than they do. They too often sit back and watch.
Do you find architects show leadership in how they run their own business? How much responsibility do you expect them to take for the project budget?

- Davinia: I am not really concerned about how architects run their own business. It is, however, important that architects understand the financial viability of their projects. They need to ensure the design is appropriate to the sales value of the area and be realistic.
- You should never ask about how many units the developer wants to fit on a site, but understand that it is your job to maximise that number.

Programming is the nitty-gritty of design management, would you like to have more of that?

- Davinia: Some architects spend the design fee at concept stage and then disappear when the client needs them at later stages. Or invest a lot of time developing a detail in a location that no one will ever see. Understand where the value lies for the client and prioritise that.
- Daniel: the design programme is important. The architect must be realistic and keep to it.
- Ed: there is often incompatibility between procurement, the contractor and the design programme. It requires getting on the client’s wave length, to get into their head and understand their drivers.
- Nigel: consider value management (not value engineering) at the beginning.
- Daniel: Health and Safety is affected in the same way—it needs to be considered in the beginning, strategically.

Audience feedback from the panel discussion

- Communication is a two-way street. Clients also need to appreciate the time it takes to implement changes to the brief. Architects manage a lot of complexity; clients often make last minute requests, while not understanding what it takes.
- An important aspect of leadership is architects being better at communicating to the client what our work involves.
- There is an issue of reputation for both sides. The clients also have a responsibility to maintain a consistent team, and minimise value engineering.

Panellists key takeaways

- Nigel: Clients should be asked for feedback on an ongoing basis rather than the end of the project.
- Davinia: the leaders that you want to follow have gravitas and are good at what they do.
- Daniel: be steered by your values, and remain authentic to them.
- Ed: collaborate with your engineer.

3 Key Leadership Challenges

- Know your client and be proactive.
- Engage with the whole project team.
- Learn and improve—get feedback.

To see the Delver Panel presentation click on the link below: https://riba.box.com/s/gd-wozpu0645s753s5xlmrflv0q36wrn
Summing Up
Lucy Carmichael, RIBA Director of Practice

Concluding thoughts from Lucy Carmichael
• Think about your future
• Engage with others – know what you are doing
• Collaborate, and know your values.
• Listen: communication is a two-way street.
Speakers

Alison Brooks
Alison Brooks Architects

Teresa Borsuk
PTE (Pollard Thomas Edwards)

Lucy Carmichael
RIBA

Ed Clark
Arup

Nigel Ostime
Hawkins\Brown

Matthew Turner
Architect, coach and career consultant

Davinia Venton
Land and New Business, Countryside Properties

Daniel Winder
Leandlease Residential Construction Business

Presentations

All presentations from the event can be accessed via Box: https://riba.box.com/s/qzasrtykszvp7gn83snq129x7re1wzr