FUTURE LEADERS IS A PROGRAMME OF ESSENTIAL TRAINING SEMINARS FOR UP-AND-COMING ARCHITECTS WHO ASPIRE TO DRIVE THE DIRECTION OF THE PROFESSION.

10am – 4pm
66 Portland Place, W1
How do you make the essential step up in practice? The RIBA’s comprehensive 3-day leadership programme equips delegates with industry specific training. This exposes them to key soft skills and the invaluable applied knowledge and experience of some of the UK’s leading architects.

Never has the future of architecture rested so heavily on its quality of leadership. As architects are required to deliver increasingly complex projects, in an ever shifting economic, political and global environment, every aspect of professional life is on quicksand. For architecture to survive and thrive, tomorrow’s leaders need to be increasingly strategic, quick-witted and agile in their responses.

The next generation of pioneers in practice will need to have the essential soft skills and business knowledge that will enable them to play a vital role in leading their own profession and the wider design and construction team of professionals. Moreover, they will require a new level of magnetism, expertise and authority to be able to effectively communicate the continuing value of architecture to clients, stakeholders and the public.

The RIBA has stepped up Future Leaders from a series of successful afternoon seminars to offer a comprehensive leadership programme. Each day is structured around a core theme: ‘Learning to Lead’ (7 March), ‘Coming to the Fore’ on communication and building your profile (16 May) and ‘Business and Innovation’ (11 July). The intention is to provide a clear leadership framework to develop the innate talent in our practices.

It is a great testimony to the dedication and passion of the profession that so many of today’s leading practitioners and experts have so generously given up their time to engage with and present to the leaders of tomorrow.

Jane Duncan, RIBA President.

FUTURE LEADERS: LEARNING TO LEAD

FUTURE LEADERS: LEARNING TO LEAD
Future Leaders 2017 launches with a dedicated session on what it means to lead. Why is leadership important to practice? What differentiates leadership from management? How do you line yourself up for leadership by adopting a leadership mindset? How do you take those initial steps to shift from an operational to leader mode?

Leadership guru Steve Radcliffe outlines the FED (Future Engage Deliver) framework, highlighting how leadership requires having ambition and a vision for the future, engaging colleagues and peers, and ultimately delivering results. This is underscored by a series of sessions, dedicated in turn, to ‘Future’, ‘Engage’ and ‘Deliver’, presented by leading architects, highlighting the effective application of leadership skills in practice.

Objectives of the day:
• To provide a clear understanding of what leadership is.
• To establish what it means to lead.
• To provide direction on how to go about nurturing a leadership mindset.
• To differentiate leadership from management and the operational.
• To outline the future focus that leadership requires in terms of strategy, planning and vision.
• To set out how to effectively engage and motivate team members and external stakeholders.
• To highlight the skills required in negotiation and decision-making.
• To convey the importance of high-quality technical delivery of services.

Join the conversation by following @RIBA and using #futureleaders
FUTURE-ENGAGE-Deliver (FED)

When I say ‘leadership’, I don’t mean the leadership that comes from position or title. What I mean by leadership is being at your best, being in touch with what you care about and doing something about it.

Steve Radcliffe

FED provides the shape and themes for the day’s event. A simple, yet powerful framework, conceived by leadership expert Steve Radcliffe, it uses three key concepts – Future-Engage-Deliver – to enable leadership development. It is accessible and direct, putting the emphasis on the here and now. Rather than waiting for the next promotion, it encourages you to shift to a leadership mindset today: to start thinking and acting like a leader, asking those searching and testing questions of your current colleagues and projects.

STEVE RADCLIFFE is one of the most successful and established leadership coaches. He is the author of the bestselling Leadership Plain and Simple (2nd edition, Pearson, 2012), which describes the FED model. Having grown up in Wigan, he studied at Oxford University, from where he joined Procter & Gamble. Later he moved to the US to become CEO of a division of the multi-national business, Tambrands. In 1991, he left to become a leadership coach. As a leadership guru and premier speaker for over 25 years, he has worked with hundreds of chief executives, directors and their teams, and spoken at high-profile summits and conferences.

@stevedradcliffe

FUTURE

Having your eye on the future shapes the present as much as what is on the horizon. It can help you to prioritise what you are currently doing – the direction you want to take it in and also the time you choose to invest in it. It is only through a clear vision of the future that a practice can gain momentum. But how do you go about conceiving and implementing strategy, planning and vision? How do you combine these various elements and then effectively communicate them to those around you?

Most significantly, how do you get buy-in taking colleagues with you? In these uncertain times, how can you ensure your approach is agile enough to adapt as markets and sectors remain in flux?

JO WRIGHT is Practice Leader at Arup Associates. She was previously a Partner at Feilden Clegg Bradley Studios, where she led design teams for a variety of award-winning and innovative projects, in the UK and overseas, winning 10 National RIBA Awards, Sustainability Awards from the RIBA and the Civic Trust and the first ever BCO Innovations Award. Jo is a member of Footdown coaching and mentoring groups in Bath and now London, which has fuelled her interest in the business of Architecture and the necessity to balance design excellence with business acumen in order to deliver the highest quality outcomes for clients.

@ArupAssociates

ENGAGE

Engage is about your impact on others, how you connect with them, how you stimulate their thinking and impact their energy it always happens inside your relationship with others. So much of your ability to engage others lies in your ability to build big, strong relationships that help you to get the job done.

Steve Radcliffe

Engagement is key to leadership in practice. The motivation of design teams and creation of meaningful longstanding relationships with other consultants, clients and stakeholders requires a level of emotional intelligence. Developing team spirit goes beyond ‘telling’ or ‘instructing’, it requires creating true connections and the nurturing of belief and passion. To create momentum across a small team or a global organisation, an emotional energy has to exist, which moves everyone forwards in a single direction.

STEVE TOMPKINS is the Founding Director of Haworth Tompkins. With Graham Haworth, Steve is involved in the design of all the projects carried out by the practice. He leads the studio’s performing arts portfolio, which includes projects with The National Theatre, the Everyman theatre in Liverpool. He has taught and lectured extensively at a number of UK schools of architecture and is a trustee of the Young Vic theatre.

@haworthtompkins
DELIVER

In no other profession is the proof more in the pudding than in architecture, where the quality and efficient delivery of a building – on time and on budget – helps to secure the next client. As a highly iterative process, delivery depends on the quality of everyday as well as high-level decision-making. Being firm, clear and definite around processes aids the design process and builds client confidence. It requires following internal processes, but also careful interpretation and sensible judgement calls. Leadership is equally important in high-quality technical delivery, where the level of expertise differentiates one leading practice from another.

SETTING OUT ON A LEADERSHIP PATH - PANEL

What qualities do those involved in talent selection and development in leading practices value in a future leader? What, in their view, differentiates a good from a bad leader? How can leadership in practice be defined? What are the essential soft skills to develop? And how should you set about nurturing them informally and formally?

ADRIAN DOBSON is RIBA Executive Director Members.
A Chartered Architect, he was previously RIBA Director of Practice. He studied architecture at the University of Manchester. His architectural practice experience was primarily in the education and community sectors. He taught in higher education and carried out research in advanced CAD and BIM. He is the author of 21 Things You Won’t Learn in Architecture School. @AdrianDobson

CHARLOTTE HENNEY is the HR Partner at Robin Partington & Partners. She has worked alongside the founder since start up, having previously worked at Foster + Partners. Her main responsibilities are the introduction and refinement of best practices for staff. Over the years, the company has been acclaimed as a good employer; awards include The Architects’ Journal ‘Best Place to Work – London / South East’ and The Sunday Times ‘Best Small Companies to Work For’.
Charlotte has a particular passion for a simple, no nonsense approach to HR that links seamlessly to business goals. As co-chair of a large architectural networking group and a contributor to the design community, she is an advocate of building relationships that can broaden horizons and be valuable learning exercises for the business and team. She is a member of the steering group for the RIBA Future Leaders programme. @AdrianDobson

KAREN MOSLEY has developed a career with HLM over 30 years. Qualifying as a Chartered Secretary in 2000, she was appointed as Board Director in the same year. Her role is central to ensuring a one-team approach across the group, focussing on their most important asset, their people. She has been pivotal in developing and launching The Academy, a professional excellence internal development programme for all staff. She is a member of the steering group for the RIBA Future Leaders programme. @HLMArchitects

CAMILLA NEAVE has over 12 years’ experience working in HR. She completed a masters in Personnel and Development in 2009. Her experience is across all aspects of HR from recruitment to dealing with employee relations issues, training and development and identifying, and supporting future leaders of a business. She joined Make 4 years ago. She is a member of the steering group for the RIBA Future Leaders programme. @MakeArchitects

DAVID KING is the Technical Principal for HOK London, responsible for project delivery office-wide, and a member of the firm-wide Project Delivery Board. His experience spans the design process from briefing and feasibility, through concept design and design development, to materials technology, procurement and construction. He has led and managed projects in a wide range of sectors and building types, specialising in large-scale and complex undertakings, including the MoD Main Building in Whitehall, Barclays HQ at Canary Wharf, St Barts and The Royal London hospitals and, most recently, the new Francis Crick Institute. @HOKNetwork

MARK TAYLOR is the director at Allies and Morrison responsible for technical quality; providing knowledge transfer, research and support on construction, sustainability, materials and process. He has particular expertise in building envelope technology, holding a masters degree in facade engineering. He regularly contributes to industry through teaching, lecturing and working on various industry committees and councils. @alliesmorrison

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