Future leaders is a programme of essential training seminars for up-and-coming architects who aspire to drive the direction of the profession.

BUSINESS & INNOVATION
12 JULY

FUTURE LEADERS 2018
LEARNING TO LEAD 22 MARCH
COMING TO THE FORE 17 MAY
BUSINESS & INNOVATION 12 JULY

2pm-6pm
66 Portland Place, W1

Architecture.com/FutureLeaders2018
@RIBA futureleaders
INTRODUCTION

The third and last event of Future Leaders 2018 closes the programme by bringing business and innovation under the spotlight. These are perhaps the most crucial areas for engagement – for an architect’s capacity to embrace the business side of practice and a forward-thinking mindset are ultimately what will set them apart as a leader from their peers.

A robust and agile approach to business is crucial in the current economic and political climate, as the exiting of the EU becomes imminent. To both survive and thrive, practices need to be alert and nimble. This means paying attention to the matching of fees with resources and the future pipeline of work, while being at the ready to proactively seek out work and diversify across markets and sectors. This is as much about people as figures and a commercial orientation: how can you influence and motivate those around you to be as productive and innovative as possible?

For architecture to be successful and sustainable as a profession, there needs to be a fundamental focus on business not just on practice as a design-led studio. To be taken seriously by their clients and fellow design and construction professionals, architects need to be regarded as highly competent in their oversight of the finances of projects and their own businesses. This is not as obvious as it may seem. For most of the seven years of an architect’s training, the emphasis is almost exclusively on the acquisition of design skills. To become a future leader, though, you need to step up beyond an exclusive design role and fully engage in business. To lead in practice, you must be prepared to make difficult business critical decisions and to invest time on a rolling basis in strategy, planning and financial performance. You should be constantly asking questions of your current processes: questioning how and what you are doing, and where you and others are choosing to invest your time.

The good news is that as creative problem solvers, architects are well prepared to respond to change. Hardwired into architectural culture is the curiosity and innovative mindset that many other industries seek out when they strive to inject design thinking or innovation into their businesses. As architecture’s future leaders, you have the potential not only to be the influencers of tomorrow’s architecture, but by engaging with the latest technology, research and thinking also to make a wider difference to society by addressing some of today’s most pressing issues – whether it is the housing crisis, skills shortages or ameliorating the impact of climate change on the environment.

Ben Derbyshire
RIBA President
FUTURE LEADERS: BUSINESS & INNOVATION

Healthy practices require a strong pipeline of work, which can only be kept buoyant through business development and activity. Leadership entails full engagement with new business opportunities and processes. It also requires the capacity to continually hone and improve on established procedures and practices – and to innovate strategically in areas that can add value.

The final Future Leaders seminar day will provide key insights from leading architectural practitioners, who are engaged with every aspect of running a successful business from winning work to securing resourcing and profitability. It will also highlight the possibilities for social innovation through an inspiring keynote by Cameron Sinclair, Head of Social Innovation and Community Development at Airbnb. A highly interactive workshop session run by coach Jack Russell, will also demonstrate how architects can improve their business performance with effective team work.

OBJECTIVES OF THE DAY

- How to be successful at winning work – competitions and bid submissions.
- The importance of the P&L and good business organisation: tracking of fees and mapping of financial resources.
- How essential effective teamwork is for business performance when working with colleagues and clients.
- How to give your business the edge by ensuring it is innovative and ahead in its chosen area of expertise.
- The significance of technology, innovation and research to future practice.

Join the conversation by following @RIBA and using #futureleaders

PROGRAMME OF THE DAY

1.30 pm  Registration and coffee

2.00 pm  Introduction
  Lucy Carmichael, RIBA Director of Practice

  Welcome
  Ben Deryshire, RIBA President

2.10 pm  Keynote: Social Innovation and effecting change
  Cameron Sinclair, Social Innovation Lead, Airbnb

2.40 pm  Finance in Practice
  Neil Boyde, Chief Financial Officer, Grimshaw

3.05 pm  Q&A

3.15 pm  Coffee Break

3.45 pm  Leading and managing teams for business performance and innovation
  Jack Russell, Director of Jack Russell Coaching

4.35 pm  Changeover/Comfort Break

4.50 pm  Business development
  Helen Logan, Partner, Allies & Morrison

5.15 pm  Leadership in innovation and research
  Lars Hesselgren, Director of Research, PLP Architecture

5.40 pm  Q&A

5.50 pm  Summing Up
SOCIAL INNOVATION AND EFFECTING CHANGE

Innovation distinguishes between a leader and a follower.
Steve Jobs

Innovation is the hardest rock to roll uphill. It most often requires changing processes, products and ideas. For practices, this can mean implementing wholly new ways of working or the improvement of existing services. This poses logistical challenges, but most of all human ones. How do you first convince key decision-makers to buy into your ideas? Moreover, how do you then motivate team members to effect change and ultimately deliver it?

Social innovation is perhaps the most demanding form of innovation. It involves developing and deploying solutions to tackle far-reaching social and environmental issues in support of social progress. What lessons can practice learn from social innovation? Having studied architecture at the University of Westminster and UCL, Cameron Sinclair currently heads up an in-house humanitarian team at home-sharing service Airbnb that aims to create tools for exponential generosity – including rural revitalisation and housing for displaced communities.

Cameron Sinclair is Social Innovation Lead at Airbnb and Founder of Small Works, a for purpose design and development company that focuses on reconstruction and social impact projects. For the past 20 years, he has been engaged in humanitarian projects in more than 50 countries. He has responded to more than a dozen post-disaster and post-conflict reconstruction programmes. The Co-founder of Architecture for Humanity (1999–2013), he was also Director and Project Manager at the Jolie Pitt Foundation (2013–15). He has won numerous awards for his work, including the 2006 Ted Prize. @casinclair

FINANCE IN PRACTICE

To be successful as professionals, architects have to be entrepreneurs and business managers, as well as designers, securing the finance of their individual business units – whether it be at the practice or studio level. Careful attention must be paid to the bottom line and the mapping of fees against resources and cashflow. As you advance in practice greater involvement is required in financial forecasting and reporting, annual and long-term business planning. Attention also needs to be paid to the bigger picture, seeking out the right kind of clients and projects with fees at the right level. Operating in an uncertain economic and political climate also necessitates agility, responding to unanticipated challenges and opportunities.

Neil Boyde is a Principal and Chief Financial Officer at Grimshaw. He is responsible for overseeing the practice’s global finance operations and driving the financial aspects of business strategy. Since leaving accountants PricewaterhouseCoopers, where he was a Partner, he has accumulated many years of experience in CFO roles in international SMEs across a range of sectors. Neil graduated from the University of York with a first class degree in History and is a qualified Chartered Accountant. @GrimshawArch
BUSINESS DEVELOPMENT

Generating work, whether with new or existing clients is essential for retaining a healthy project pipeline. How can you be successful at winning work? What is the best approach for competitions and bid submissions? How can you optimise on the reach of your practice in a target sector through social media and communications, retaining visibility of expertise? Find out how you can participate in a proactive approach to business development regardless of status or job title, whether it is through informal networking or positive client relationships on projects; realise the pricelessness of repeat work by nurturing existing clients.

Helen Logan is a Partner at Allies and Morrison. Her expertise lies in leading the delivery of large, complex projects, such as the development of the Msheireb Downtown Doha masterplan in Qatar. She has considerable experience internationally. She is currently involved in projects in Oman and North America. She also led the practice’s work at King’s Cross St. Pancras Underground Station. Currently, she heads up Allies and Morrison’s Submissions team, identifying and evaluating potential commissions, preparing bid documents, monitoring outcomes and overseeing strategy. Helen studied Architecture at the University of Toronto and also holds a Masters degree in Economics from the University of Western Ontario.

@alliesmorrison

LEADING AND MANAGING TEAMS FOR BUSINESS PERFORMANCE AND INNOVATION

Nothing can be achieved alone. Success is reliant on the prevalent attitude of people working together. Behind any thriving organisation or team is a culture of creativity and productivity. How is leadership the key catalyst for team performance and innovation? How might you employ your leadership skills to inspire and connect with colleagues, whether you are influencing your seniors or those you manage? What is the difference between leadership and management – connecting rather than telling. How are your behaviours even more powerful than what you are saying? In this lively workshop-style session, you will learn how to turn a group of individuals into a team and inspire business performance and innovation in those around you.

Jack Russell is Director of Jack Russell Coaching. He has an aptitude for business, psychology and outdoor pursuits. Jack’s clients include: Foster + Partners, Royal Navy and Marine Officers, Government Office SW, BAR Honda Formula 1-Morgan Sindell, NHS, RDA, Police Forces and GMTV. Jack has skied to the North Pole, cycled over 12,000 miles in different countries, conducted a ‘Journey to Inspire Our Nation’ running, walking, kayaking and cycling from Shetland to the Scilly Isles. He is a Master NLP practitioner and the author of the inspirational Don’t Tell the Bumble Bee.
LEADERSHIP IN INNOVATION AND RESEARCH

Innovation is advanced dreaming and without dreams we are lost. Research has to be led by innovation.

Lars Hesselgren

Imagination and projection are at the heart of what the architect does. No other profession plays such a key role in imagining spaces. As leaders, what architects do ‘must be based on shared ideals and spirit of collaboration’, but in a visionary role they must also be prepared to break convention and push back new boundaries. In the last few decades, architects have engaged with unprecedented technological change. Many of the early adopters of CAD got interested in mathematics and computation, which led in turn to BIM and computer-aided manufacture. In the next few decades, AI and robotics are set to revolutionise design and construction still further. While processes become increasingly automatised in the 21st century, the architect’s role providing a human design sensibility remains essential, as Lars Hesselgren has stated: ‘Mankind will still want to meet in spaces we love. Somebody has to conceive and design those spaces, that is the job of architects.’

Lars Hesselgren is Director of Research at PLP Architecture. His research focuses on the technologies that underpin design in the built environment – ranging from novel mobility systems to new sustainable materials in construction. He helps to lead PLP Labs, the practice’s in-house think tank that adapts ideas from outside architecture’s standard discourse into the daily life of the studio. He is a pioneer in novel design technologies from parametric design to computational techniques in the design process. As such, he is a founding director of the Smartgeometry group (sg) and a co-chair at events of the Advances in Architectural Design (AAG). He is a Visiting Professor at Chalmers University in Gothenburg, Sweden.