



By Will Stanford II, AIA, LEED Green Associate |BTBB, inc. &
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October 12, 2018

The Art of Decision-Making

SESSION #1

The Art of Decision-Making

PROGRAM SUMMARY:

Architecture is in many ways the outcome of numerous accumulated decisions. Architects are constantly presented with choices—whether during the design process or while managing their business. Great leaders are also great decision-makers. The goal of this session is to help scholars develop a more nuanced understanding of their own decision-making style, how it is informed by their personality traits and the types of decisions that they may be called upon to make as leaders in their industry.

LEARNING OBJECTIVES:

1. Scholars will investigate their own leadership personality traits and gain insight on how these affect their cooperation with others in the context of teamwork, job-performance and decision-making.
2. Scholars will analyze the history of modern architectural practice through the lens of leadership strategies and will formulate a vision of what the future of practice will involve.
3. Scholars will develop insight into the way that leaders of firms of various sizes and types make strategic business decisions and gain an understanding of how firm size and structure informs those decisions.

PROGRAM ABSTRACT:

PRESENTATION #1: Harrison Assessment Activity & The Paradox of Leadership
Dr. Megan Neyer - Neyer Performance Strategies, LLC
Delivery Mode: Interactive Presentation, followed by Lecture

The Harrison Leadership Competencies empower leaders to achieve a higher level of personal awareness related to widely recognized principles of leadership. Our ten leadership competencies enable leaders to better understand the impact they have on their organization through mapping a full range of their success behaviors, as well as their derailers, for each leadership competency. Are you ready to see how you measure up to the traits and competencies that represent your leadership skills? The personalized report package includes an overview which shows how you score against all of the ten leadership competencies and individual competency reports that provide a comprehensive understanding of your attitudes and behaviors that impact your level of the competency.

Lecture: Navigating the Paradox of Leadership

In Navigating the Paradox of Leadership, performance consultant and Olympian Dr. Megan Neyer provides tools for expanding your problem solving “peripheral vision,” seeing more solutions that allow for action and provide a balance for good decisions.

PROGRAM ABSTRACT:

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PRESENTATION #2: The Evolution of Practice

James P. Cramer, Hon. AIA - Chairman Emeritus and Founder - Greenway Group

Delivery Mode: Lecture

Lecture: The Evolution of Practice

Exploration of Jim's career as a consultant with the Greenway Group and the findings from his volume of publications related to Architectural Practice, Management and Emerging Trends/Future Forecasting for Architectural Practice. This will frame the discussion of the panelists to follow.

GROUP ACTIVITY: Case Study Problem - Decision-Making and Prioritization

Scholars and guest Principals collaborate in groups to develop a prioritized list of project management activities based on the previously provided case study "Residential Stadium" by Archstorming (<https://www.archstorming.com/info.html>). Relative priorities of team organization, expertise and execution will be tested within the framework of groups that represent small, medium and large-sized firm decision makers. Results of the group prioritization effort are then compared with previously-completed individual lists and with a "recommended" list. Scholars and guests are encouraged to discuss the group and individual dynamics that may have led to differing results.

PRESENTATION #3: Firm Strategy Roundtable Discussion with Guest Principals

Moderator: James P. Cramer, Hon. AIA - Chairman Emeritus and Founder - Greenway Group, Past-Executive Director of AIA National.

Guest Panelists:

David Yocum, AIA - Principal, BLDGS

Cheryl McAfee, FAIA - CEO, McAfee³ Architects

Sean McLendon, AIA - Principal, Cooper Carry

Scott Sickeler, AIA, LEED AP - Principal, BLUR workshop

Discussion Topics:

1. Decision Making as Firm Leaders

- What type of decisions are you making or thinking about making now that are related to the future of your firm and those that depend on you as leaders of your respective firms?
- How do you build consensus when there are differences of opinion within firm leadership? (Reference: Jeff Bezos, Amazon – "Disagree & Trust" – a culture of decision-making that isn't paralyzed)

2. Entrepreneurship in Architecture

- Do you think it is important for contemporary practices to be entrepreneurial? If so, how do you know if your firm is "entrepreneurial" and how do you measure it?
 - Navigating Recessions – How would you describe your ability to create a Value Proposition in the face of uncertainty?
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PROGRAM ABSTRACT:

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3. Social Implications

- How does your firm think about the social implications of your practice (Citizen Architect)?

4. Comparing/Contrasting Firm Size & Decision Making

- What are the benefits/drawbacks that accompany your role as a Legacy/Generational Firm?
- What are the benefits/drawbacks that accompany your role as a Spin-Off/New Generational Firm?
- How do you build Succession Planning into your model for development of the next generation of young Architects?

Resources:

Selected Readings on Decision-Making:

Getting to Yes or No

(<https://www3.blueoceanbrain.com/article/0b677755ac1e009b42cb7990e4aeced4>)

Prime Decision Making Delivered Amazon Style

(<https://www3.blueoceanbrain.com/article/0b6c069cac1e009b42cb7990aa11eda2>)

Combatting the Bias Monster

(<https://www3.blueoceanbrain.com/article/0b764638ac1e009b42cb7990b20f8b68>)

Understanding the Ikea Effect

(<https://www3.blueoceanbrain.com/article/25c1990aac1e009b7297c8b90bdf4ec7>)

Overcoming Decision-Making Pitfalls

(<https://www3.blueoceanbrain.com/article/25cd16d7ac1e009b7297c8b99e40c769>)

The Nominal Group Technique

(<https://www3.blueoceanbrain.com/article/57e8c7e2ac1e009b63b76bcd10ec60ec>)

The Stepladder Technique

(<https://www3.blueoceanbrain.com/article/57ed537eac1e009b63b76bcd67798820>)

4 Steps to Making Better Decisions Faster

(<https://www3.blueoceanbrain.com/article/60226d0d0a252b946b17d74202807692>)

The Art of Decision-Making

Date: 12 October 2018

Location: Mannington Design Center, 934 Brady Avenue, Atlanta, GA 30318

Time: 12:00 pm – 5:00pm

AGENDA

12:00 – 12:20	Lunch / About the Design Center
12:20 – 12:30	Welcome
12:30 – 2:00	Presentation #1: Harrison Assessment & Navigating the Paradox of Leadership by Dr. Megan Neyer
2:00 – 2:10	Break (10 minutes)
2:10 – 2:55	Presentation #2: The Evolution of Practice by James P. Cramer
2:55 – 3:40	Group Activity: Case Study Problem - Decision-Making and Prioritization Breakout Into Assigned Groups with Guest Principals
3:40 – 3:50	Break (10 minutes)
3:50 – 4:50	Presentation #3: Firm Strategy Roundtable Discussion Moderated by James P. Cramer
4:50 – 5:00	Concluding Remarks Jared, Will, CKLDP Board Members
5:00 – 6:30	Happy Hour @ Mannington Design Center 934 Brady Avenue, Atlanta, GA 30318

Presentation #1:

Harrison Assessment & Navigating the Paradox of Leadership

Every day, leaders have to live on the continuum that falls between visionary and do-it-now. They have to sort out whether something is a problem to be solved or a situation to be managed. They have to see things from the company's point of view and the other person's – the employee, the customer, or the vendor. In Navigating the Paradox of Leadership, performance consultant and Olympian Dr. Megan Neyer provides tools for expanding your problem solving "peripheral vision," seeing more solutions that allow for action and provide a balance for good decisions. She also provides usable guides for determining when to quit analyzing and begin acting. The results are well-considered, timely decisions that work.

- Increase your mental flexibility so that you have a greater range of options in any situation. See "panoramic" solutions vs. "telephoto" ones.
- Navigate the conflicts and contradictions that you encounter in your job.
- Learn to identify whether an issue is a problem to solve or a situation to manage.



Dr. Megan Neyer
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Dr. Megan Neyer - Neyer Performance Strategies, LLC

Dr. Megan Neyer is the founder and principal of Neyer Performance Strategies, LLC, a company that specializes in individual, team and organizational performance with businesses and athletic teams. Her services include performance coaching, leadership development, wellness consulting, employee selection and talent development.

Dr. Neyer has worked with executives, coaches and elite athletes for 20 years at organizations such as Coca Cola, Heery International, OPG, CMAA, ACEC, AIA, David Evans and Associates, AT&T, Decatur General Hospital, Pediatric Associates of Durango, the United States Olympic Training Center, the University of Florida, Georgia Institute of Technology, many sports national governing bodies, the United States Air Force and United States Air Force Academy. At the USAFA, she provided leadership development and teambuilding to the cadets and staff through the Center for Character Development. She is the past chair of the Organization Change Alliance in Atlanta.

Dr. Neyer received her undergraduate and doctorate degrees with emphases in performance and health psychology from the University of Florida, and is a licensed and nationally certified counselor, certified NET practitioner, certified health coach and neurofeedback practitioner. She is a former world-class competitive diver whose accomplishments include being an Olympian on 3 and 10-meter, a World Springboard Champion, 15-time US Diving National Champion, 8-time SEC and NCAA champion, and multi-time international champion. She has more wins than any other diver in the history of the SEC and NCAA, and in 2006 was named NCAA Most Outstanding Diver of the last Quarter Century. In 1997, Megan was honored as a University of Florida Alumna of Outstanding Achievement, awarded to only 47 women of the 85,000 who have graduated from the University of Florida. She has been inducted into the University of Florida, International Swimming, and Academic All-American and World Acrobatic Society Halls of Fame.

**Presentation #2:
The Evolution of Practice**

With of 30 years of experience working with and advising Architects, Jim Cramer has a unique perspective on the evolution of architectural practice. He will give a brief overview of lessons learned over his career and research as well as the trajectory he sees for the future of practice.



James P. Cramer
jcramer25@icloud.com

James P. Cramer, Hon. AIA - Chairman Emeritus and Founder - Greenway Group

James P. Cramer is an author and educator now on the faculty of Georgia Tech College of Design. He is the former CEO of The American Institute of Architects where he served on the executive committee of the Board from 1982 to 1994. He is the author of six books and over 200 articles on entrepreneurship. He is the founder of Design Intelligence and the Design Futures Council. His consulting clients have included BIG, SOM, Foster + Partners, the Smithsonian, and the Salk Institute. Cramer's most recent books are Lessons from the Future and the 6th Edition of How Firms Succeed. He is now semi-retired and lives in Atlanta, Georgia.

**Presentation #3:
Firm Strategy Roundtable Discussion
Moderated by James P. Cramer**

Firm leaders make decisions across a wide range of issues from business strategy to entrepreneurship and social impact. This moderated discussion focuses on the ways Principals think about big-picture decisions and how their firm size and structure may impact those decisions.

David Yocum, AIA - BLDGS

Yocum received a Master of Architecture from Harvard University, and a Bachelor of Arts from Dartmouth College with majors in History and Studio Art, where he was awarded a James B. Reynolds Fellowship. Prior to founding the firm, he was a Senior Project Architect for 9 years with Mack Scogin Merrill Elam Architects in Atlanta. He is a Professor of Practice in Architecture at the Georgia Institute of Technology College of Architecture, where he has taught graduate and undergraduate design studios since 2006. Yocum is a Registered Architect in Georgia, and with Brian Bell, he leads all design and management aspects of the firm.



David Yocum, AIA
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Presentation #3:
Firm Strategy Roundtable Discussion
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Cheryl McAfee, FAIA
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Cheryl McAfee, FAIA - McAfee³ Architects

Cheryl McAfee has spent her career breaking down racial barriers and championing diversity in architecture. With nearly 40 years of trailblazing in the design industry, she is bringing passion, energy, and experience to the AIA. She is an architectural graduate of Kansas State University and has a Master of Architecture in Urban Design from Harvard University.

As CEO and Principal Architect of McAfee3 Architects, Cheryl creates vision and a management structure to navigate the challenges and opportunities of the design and construction market place. With offices in Atlanta, Dallas, and Wichita, McAfee3 provides design services nationally. Cheryl is the Principal Architect for several major projects including the new 25,000 SF Library for South Fulton Georgia, the Atlanta Beltline Master Planning Study, and multiple design efforts with the City of Atlanta's Water Treatment Plants and Fire Stations. From 2000 – 2013, she served as Principal Architect on a master planning and design joint venture for the \$7 billion expansion of the Hartsfield–Jackson Atlanta International Airport... the world's most traveled airport and owner's representative for the construction of the International Concourse and Terminal. She was the Senior Program Manager of design and construction for all 33 sports venues of the 1996 Olympic Games in Atlanta. In 2013, Cheryl was selected as "Woman of the Year" by the Atlanta Business League, a 2018 Atlanta Business Chronicle "Women Who Mean Business" honoree, and a 2018 National Association of Minority Contractors (NAMC) Georgia Chapter Hard Hat Awards recipient. In 2017, Cheryl was a keynote speaker at the AIA National convention in Orlando, Florida and the 2017 commencement speaker at Kansas State University School of Architecture. Her project experience includes major planning, programming and urban design studies, feasibility studies, and real estate investment programs.

A career of firsts

Inspired by her father, Charles F. McAfee, FAIA, and growing up during the 1960's when Civil Rights laws were just being enacted, Cheryl has made a career out of trailblazing. She was the first African-American woman in Kansas history to receive a license in architecture. Her firm is the first—and only—in AIA history in which a father and two daughters are AIA Fellows. She was the first African American to chair an AIA Conference on Architecture in Boston in 2008 and she was the first woman to be elected President of the National Organization of Minority Architects. "I have such a passion for justice...I try to figure out what I can do to make a difference—and how I can make a difference as an architect."

Presentation #3:
Firm Strategy Roundtable Discussion
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Scott Sickeler, AIA, LEED AP
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Scott Sickeler, AIA - BLUR workshop

Scott is the leader and visionary behind BLUR Workshop's architecture practice. The projects he creates are transformational and demand clarity of design vision, mastery of scale, and open collaboration with clients and stakeholders. Prior to forming BLUR Workshop, Scott was director of the tvsdesign hospitality architecture practice and acted as Design Principal for that and other project segments. He was a leader throughout the firm and served on the tvsdesign board of directors. During his time there, he was instrumental in two National AIA Award winning projects- the Walter E Washington Convention Center in Washington DC as the Design Principal, and the McCormick Place South Hall in Chicago as Lead Project Designer.

Scott has built a unique practice organization focused on delivering high concept, high profile projects. His teams understand the implication of key design decisions on the resulting guest experience, budget, and schedule of a project. Scott is constantly pushing for better quality and more informed thought processes. His desire is for each project to have a responsible design that is harmonious in its place, enhances the experience of the user, and satisfies the needs of the owners, operators, and stakeholders. He motivates the firm to remain among the very best hotel designers in the world.

As a hands-on designer, Scott brings a rare intensity to all projects, staying involved from concept design to built reality. He has a remarkable ability to generate design concepts, develop them, communicate these ideas, and build consensus around them. He is a natural leader who inspires all to excellence. The result is that his designs have won multiple national AIA and ULI design awards, gained repeat clients, and built lifelong friendships.

Presentation #3:
Firm Strategy Roundtable Discussion
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Sean McLendon, AIA
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Sean McLendon, AIA - Cooper Carry

Sean joined Cooper Carry in 1995 and was named Principal in 2008. He serves as a leader of both the Office Workplace Studio and the Government Studio. Sean has 29 years of professional design experience specializing in corporate and institutional offices and headquarters, federal and municipal government facilities, medical offices and mixed-use developments.

Highlights of Sean's work across his career include:

- Leading the design of the Northwinds development in Alpharetta, GA, a mixed-use office park on 270 acres that includes 1 million square feet of office space.
- Designing medical offices such as the Duke Health Raleigh Hospital Medical Plaza in Raleigh, NC, and Northside Hospital Forsyth's Medical Office Building 5 in Cumming, GA.
- Leading the design of Naval Facilities Engineering Command's P-8A Integrated Training Center, a state-of-the-art simulator facility for the Navy.
- Prior to joining Cooper Carry, serving as lead interior designer for Concourse E at Hartsfield Jackson International Airport in Atlanta, GA.

Sean is also committed to servant leadership as a volunteer for the Boy Scouts of America. An Eagle Scout himself, he has served at the troop level and as Friends of Scouting campaign chair, and actively serves on the Atlanta Area Council's Properties Committee. In his position at Cooper Carry he has additionally been responsible for the design of the Atlanta Area Council's Volunteer Service Center, which was awarded the ULI Small Project of the Year in 2003, as well as master planning and design of multiple new facilities at Bert Adams Scout Reservation and Woodruff Scout Camp.

Sean has a particular interest in data centers, training and simulation centers, integrating mixed-use thinking into medical buildings to improve the patient experience, integrating the latest workplace trends into municipal buildings to improve constituent relations and employee retention, and designing government facilities that are both physically and data secure.

IV. Acknowledgements

We want to thank all of our sponsors for generously helping us develop CKLDP for the future success of our emerging leaders in the State of Georgia.

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We would also like to thank Sean Stadler, AIA of WDG Architecture and Shannon Kraus, AIA of HKS for their guidance in establishing the CKLDP program with AIA Georgia and the staff of AIA Georgia especially Tangela Monroe and David Southerland.