

Attracting and Retaining Talent

Panel Discussion

Anna MacDougall, RIBA – HED
Brandon Kent, AIA – Gould Evans
Lynn McBride, AIA – Mithun
Ryan Call, AIA – ELS

Moderated by: Stephen Epstein
Strogoff Consulting, Inc.



Attracting and Retaining Talent

- Design professionals constantly evaluate firms
- The decision to join or remain with a firm dramatically influences a career trajectory
- Firm leaders should evaluate the most important decision factors and develop strategic initiatives
- A focused recruitment and retention policy results in comprehensive operational benefits

Strogoff Consulting, Inc.

- Leadership Development
- Ownership Transitions
- Mergers & Acquisitions
- Strategic Retreats and Visioning Workshops
- Practice Management
- Financial Management
- Partners with the AIA California Council
- Partners with **aecKnowledge**

Stephen Epstein

- Strategic advisor and practice management consultant with Strogoff Consulting, Inc.
- 1998 – 2014: Principal with Hardy Holzman Pfeiffer Associates and its successor firm Pfeiffer Partners Architects in Los Angeles
- Over 25-years of practice management experience including finance, operations, human resources and project management
- Provide training in leadership development, financial management, and other practice management initiatives

I HED



Anna M. MacDougall, RIBA

5

LOCATIONS

Chicago
Detroit
Los Angeles
San Diego
San Francisco

108

YEARS IN BUSINESS

10

SERVICES PROVIDED

Architecture + Design
Interior Architecture
Landscape Architecture
Structural Engineering
Mechanical Engineering
Electrical Engineering
Project Management
Graphic Design + Branding
Master Planning
Sustainable Consulting

EMPLOYEES

300+

DESIGN AWARDS

275+

EMPLOYEES

300+

100 of these employees have
been with HED for over **10**
years



Healthcare



**Science +
Technology**



**Corporate +
Commercial**



**K-12 +
Community
Education**



**Higher
Education**



HED





HED



NATIONAL FIRM
6 STUDIOS, 140+ EMPLOYEES

gouldevans

CONNECTING SCIENTISTS TO THEIR WORLD
DESIGN THAT INSPIRES AND PROPELS RESEARCH



Achieves 33% Reduction In Overall Energy Use

» LEED GOLD CERTIFIED «

University of California San Diego – Scripps Campus | La Jolla, CA

NOAA SOUTHWEST FISHERIES SCIENCE CENTER

» SUSTAINABILITY

69%

Less Cooling Energy Used Than ASHRAE 90.1-2004

30%

Of Roof Covered By Vegetation

100%

Of Parking Covered To Reduce Heat Island Effect



gouldevans

SUSTAINABILITY IN TANDEM
FOSTERING COMMUNITY SPIRIT



Oakland, CA

MONTCLAIR ELEMENTARY SCHOOL



gouldevans

INTEGRATED SUSTAINABILITY
A STRIKING NEW VITICULTURE EXPERIENCE IN SONOMA



Sonoma, CA

HAMEL FAMILY WINES





San Francisco, CA

30 OTIS / CITY BALLET SCHOOL



gouldevans

An Introduction to Mithun—

MITHŪN

An Introduction to Mithun —

130 staff members

Offices in Seattle and San Francisco

Architecture, Landscape Architecture,
Interior Design, Urban Planning and Design

Housing and Mixed Use, Workplaces,
Higher Education, Cultural and Civic,
Schools, Retail and Hospitality, Urban
Design and Planning

**DESIGN
FOR
POSITIVE
CHANGE**



ABOVE RIGHT
Mithun Pier 56 Offices
BELOW RIGHT
Mithun Solomon Offices



ABOVE—
UCSD Mesa Nueva Graduate and Professional Housing
San Diego, CA



ABOVE—
Architecture at Zero Competition UCSF
San Francisco, CA



ABOVE—
Wanapum Heritage Center
Priest Rapids, WA



ABOVE—
501 Ellis
Mountainview, CA

ABOVE—
1395 Charleston
Mountainview, CA



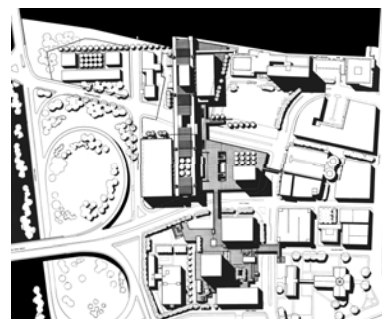
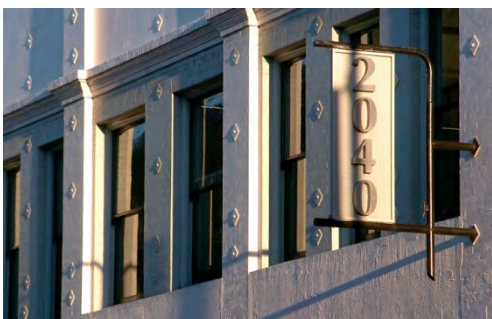
ABOVE—
Weyerhaeuser Headquarters at 200 Occidental
Seattle, WA



ABOVE—
Coeur d'Alene Tribe Resort
Worley, ID



Mithun



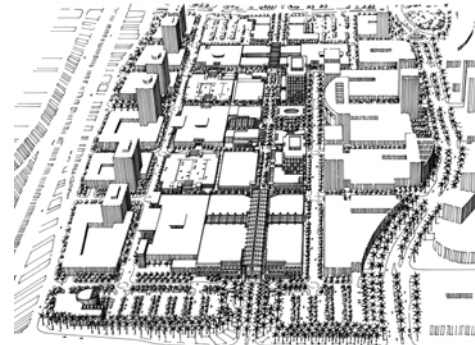
LOCATED IN DOWNTOWN BERKELEY, CA

ELIS

FOUNDED IN 1967



TYPICALLY 45-55 STAFF



RETAIL & MIXED-USE

SPORTS AND REC.

URBAN DESIGN

PERFORMING ARTS

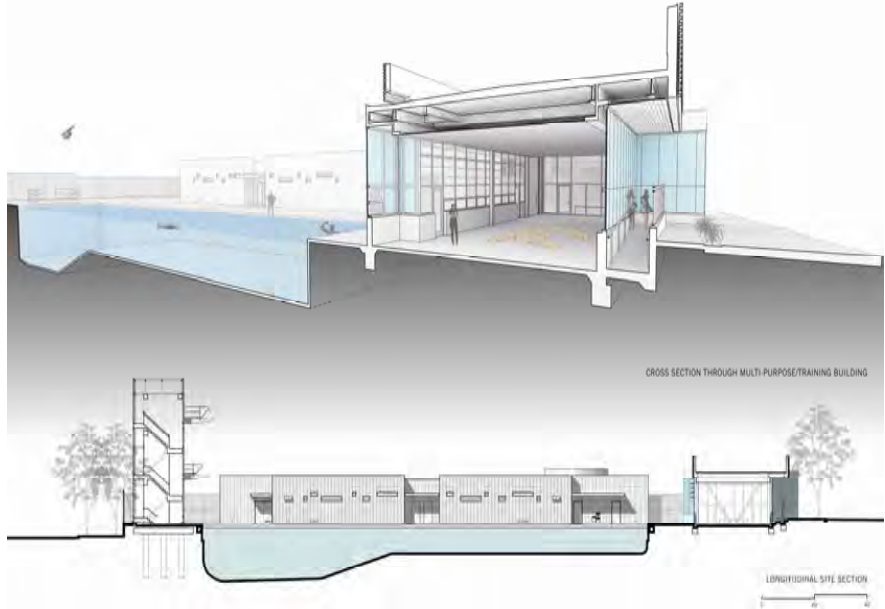
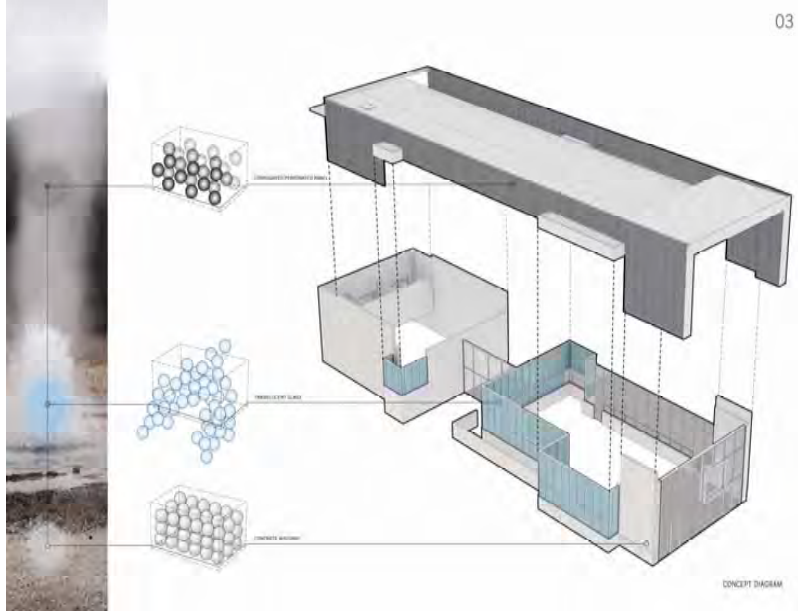


HILLSDALE SHOPPING CENTER

UNDER CONSTRUCTION

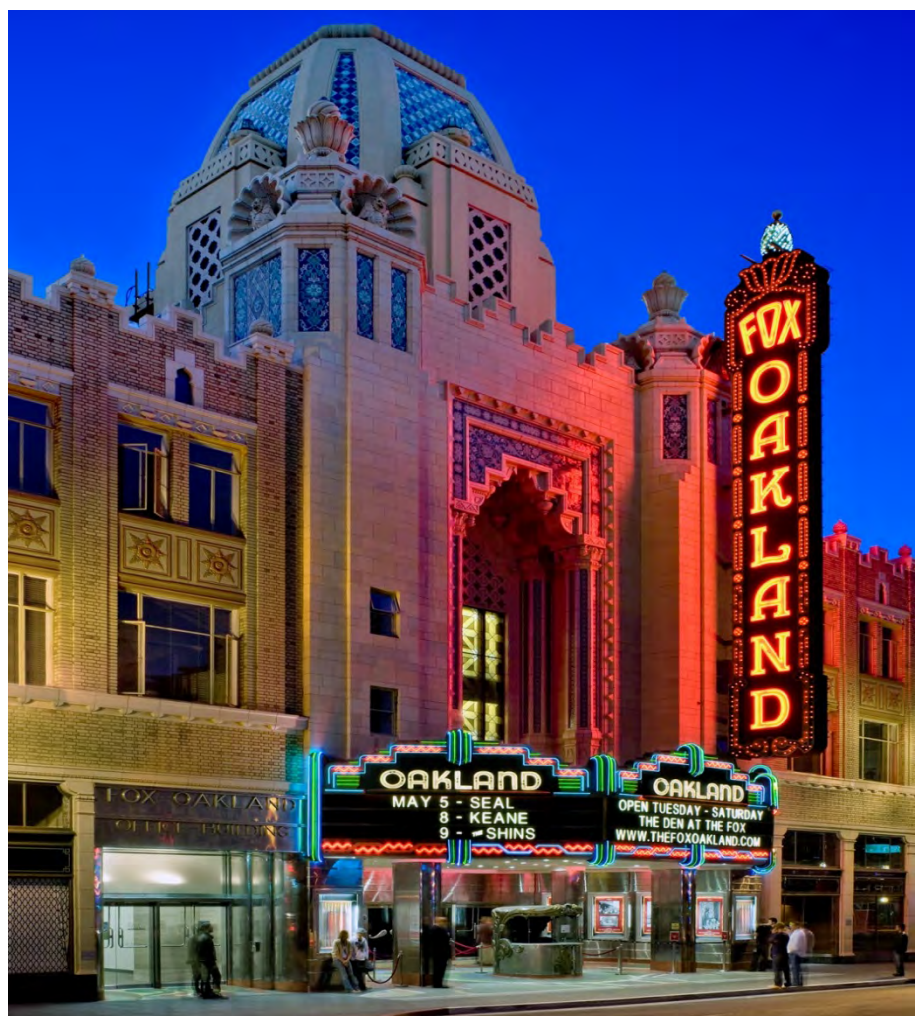
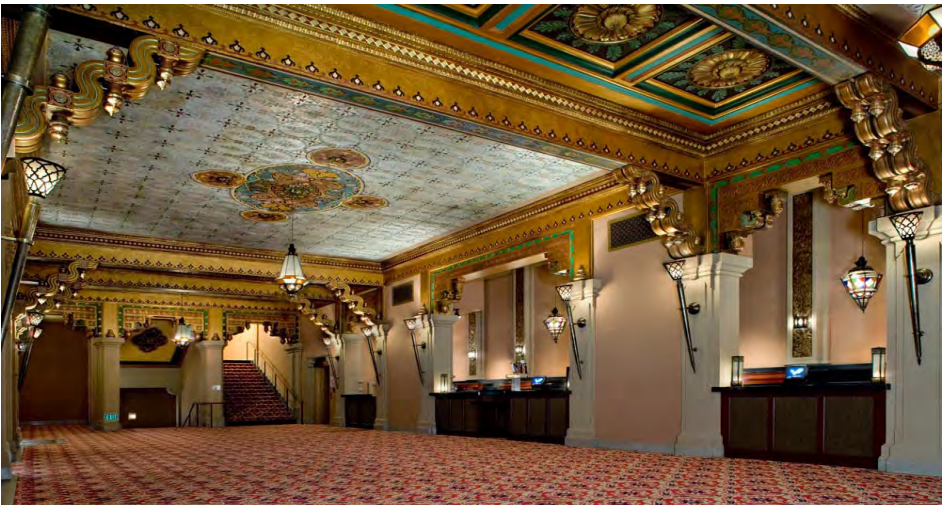
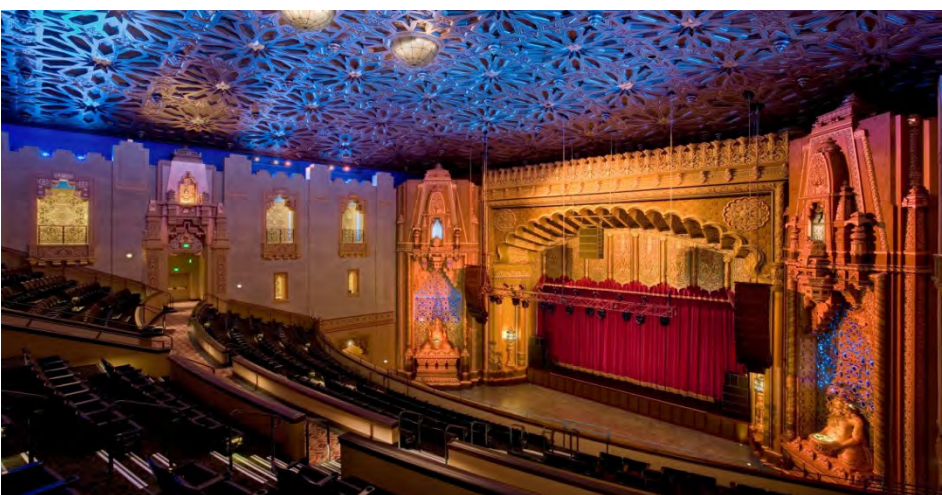


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CAL AQUATICS

UNDER CONSTRUCTION



OAKLAND FOX

Survey Purpose

- Identify factors that motivate design professionals to join and remain committed to a firm
- Facilitate dialogue about issues that influence career development and professional satisfaction
- Highlight professional development topics design professionals find most important
- Inspire firm leaders to use this information to develop a targeted talent retention strategy

Survey Method

- Issued by AIACC to its members via email
- Issued by Strogoff Consulting to its contacts via email
- Posted to AIA discussion boards
- Open from June 7, 2016 through June 22, 2016
- Cloud based platform

Survey Results – Summary

- Over 630 responses
- Demographics:

Age	Percentage
< 25	3.3%
25 – 35	22.7%
36 - 45	21.3%
46 - 55	21.5%
> 56	31.2%

Gender	Percentage
Female	36.5%
Male	63.5%

Survey Results – Primary Decision Factors

Which primary decision factors are most important when evaluating whether to join or remain with a firm?

Primary Decision Factors	Ranking
Work / life balance	1
Compensation and benefits	2
Culture	3
Portfolio	4
Street reputation	5
Design innovation and leadership	6
Clear path for advancement	7
Design quality	8
Level and quality of professional development	9
Effective and inspirational leaders	10

Primary Decision Factors

- When contemplating joining a firm, which primary decision factors are most persuasive?
- How do design professionals obtain information about these factors and how are communication channels evolving?

Primary Decision Factors

- What actions can a firm take to make these key factors more compelling?
- How can firms communicate these strategic advantages?

Primary Decision Factors

- What factors are most important to the next generation of leaders when they consider whether a firm will earn their continued commitment?

Survey Results – Professional Development Topics

Which professional development topics are most important when evaluating whether to join or remain with a firm?

Professional Development Topics	Ranking
Project management	1
Business development	2
Communications	3
Team leadership	4
Interview presentation techniques	5
Building technology	6
Firm leadership	7
Design leadership	8
Contract and fee negotiations	9
Career planning	10

Professional Development Topics

- Which professional development topics could accelerate your career development objectives?
- What would be an effective training approach?

Professional Development Topics

- How much time per month can you invest in professional development?
- How much time is ideal?
- How much professional development should be done on company vs. personal time?

Professional Development Topics

- What level of mentoring / coaching do you participate in – both receiving and providing?
- What could be done to enhance your firm's mentoring / coaching policy?

Professional Development Topics

- Recommendations for integrating professional development, mentoring and coaching into your firm's culture.

Questions / Discussion

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