

LEADING CHANGE

1 JULY

A diverse group of stylized cartoon people of various ages, ethnicities, and abilities, including a person in a wheelchair and a person with a bicycle, standing together on a blue background.

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INTRODUCTION AND WELCOME

The 2020 Future Leaders series concludes with a day dedicated to leading change. In a year characterised by a sudden and unprecedented diversion of the way we live and work, the notion of change and the possibility of transformation has taken on new meaning. As society and practices grapple with the challenges and opportunities ahead, leadership at all levels is needed to leverage this period of flux for positive change.

Leadership requires agility, flexibility and foresight in responding to change at different levels – fluctuations in project volume and practice finances, technological innovations impacting on the profession, macroeconomic cycles, and wider environmental and social trends. It is therefore vital for leaders to look ahead and to step out of their familiar context to expose themselves to new ideas. More fundamentally, leaders can manage change coming at them or choose to embrace change as an opportunity. Leadership coach Anne Fogarty will introduce a step-by-step framework for initiating and anchoring change. PTE's Dominique Oliver will share her leadership journey of implementing organisational change in practice. Strategy consultants Cognosis offer tools for adopting a future focus in business, and young architects from ACAN campaigning for decarbonisation and ecological renewal will share lessons on building a coalition for change.

We would like to thank all the senior practice leaders who are so generously giving of their time to share their knowledge and experience with the next generation of architectural talent.

LEADING CHANGE: OBJECTIVES OF THE DAY

- To convey that leadership requires agility, flexibility and foresight in responding to change at different levels
 - Encouraging a positive mindset of change as an opportunity
 - Convey a strategic step by step process for leading change in your practice
 - How to implement organisational change and get the buy-in of the team
 - Tools for thinking strategically about drivers of change in business to help spot opportunities ahead of time
 - Insights in how to build coalitions for change and maintain the momentum
 - How to deliver change messages influentially and manage people's reactions
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PROGRAMME OF THE DAY

- 1.30 pm Welcome**
Gesine Kippenberg, RIBA Head of Professional Programmes
- 1.35pm What Makes a Leader**
Anne Fogarty, Leadership Coach
- 1.45 pm The Context of Change**
Anne Fogarty, Leadership Coach
- 2.00 pm Why Leaders Should Adopt a Future Focus (talk and interactive exercise)**
Duncan Campbell, Partner, Cognosis Strategy Consultants
- 2.40 pm Kotter's Eight Step Process: Developing a Vision for Change**
Anne Fogarty, Leadership Coach
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- 3.20pm Break**
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- 3.35 pm How to Build a Coalition for Change (talk and interactive exercise)**
Evelyn Choy, Anna Lisa McSweeney and Lauren Shevills,
Coordinators, ACAN (Architects Climate Action Network)
- 4.05pm Kotter's Eight Step Process: Securing Wins and Keeping the Momentum**
Anne Fogarty, Leadership Coach
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- 4.45 pm Break**
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- 5.00 pm Implementing New Ways of Working**
Dominique Oliver, Partner, Pollard Thomas Edwards
- 5.30 pm Action Planning: What Change Would You Like To Drive?**
Anne Fogarty, Leadership Coach
- 5.45 pm Closing Remarks**
Gesine Kippenberg, RIBA Head of Professional Programmes

LEADING CHANGE

Anne Fogarty will discuss the fundamental role of leaders in driving organisational change and their responsibilities in ensuring success. Linking back to some of the key lessons from the previous workshop Anne will set the scene and provide the context for the afternoon.

THE CONTEXT OF CHANGE

In this session, Anne will explore the drivers of change in the world of architecture and encourage participants to embrace a mindset of change as an opportunity. She will discuss how to navigate imposed versus chosen change and the responsibility of leaders to drive change.

A PROCESS FOR LEADING CHANGE

One of the most highly regarded thinkers on leadership and change management, John Kotter developed a framework for implementing organisational change based on years of observation. Anne will take participants through the steps – from creating a sense of urgency to forming a coalition and anchoring the change - and relate the theory to examples from architectural practice.

Anne Fogarty has helped leaders and teams maximise their performance for over 16 years, led by her commitment to developing people. Her clients have included Virgin Atlantic, Inmarsat, Technip, the Financial Ombudsman and several Universities and Housing Associations. She has an MSc in Training & Performance Management and worked for the BBC and Microsoft in training management before becoming a consultant. Anne is accredited in a range of psychometric assessment tools including MBTI steps I and II Hogan and SDI.

WHY LEADERS SHOULD ADOPT A FUTURE FOCUS

In a world of accelerating change, once successful models of delivering products and services can quickly become redundant if competitors emerge that are better at meeting their customers needs. To sustain long term success, leaders need to adopt a future focus and look beyond the immediate requirements of day-to-day practice to identify and develop future opportunities based on client needs. When thinking about the potential future direction, the core offer and capabilities of the business today need to be taken into consideration.

Duncan Campbell joined Cognosis in 2008. His experience covers business and portfolio strategy, leadership facilitation and innovation strategy development. He has developed international growth strategies with some of the world's most recognisable brands and has worked across almost every industry.

Duncan was not always a consultant. After completing his MA in Zoology at Edinburgh he worked as a zoo keeper and safari guide in Botswana, before moving on to the communications and high-tech team at Accenture as a strategy consultant and building his expertise in brand and engagement strategy at Landor Associates.

@Cognosis

HOW TO BUILD A COALITION FOR CHANGE

Meaningful change is rarely the achievement of sole individuals but requires the pooling of resources, knowledge, energy and reach of many in pursuit of a shared goal. This applies in particular to effecting widespread change in people's behavior or attitude outside of hierarchical structures. So how does one go about building a coalition for change? How does an emerging coalition rally people around a shared vision, gain credibility, coordinate meaningful action and maintain momentum throughout? Eve, Anna Lisa and Lauren will map out a 'critical path' to leading change and challenge participants to a thought experiment for effecting change in their practice.

ACAN (Architects Climate Action Network) was founded in 2019 as a network of individuals within architecture and related built environment professions to take action to address the climate crisis and global ecological breakdown. Their manifesto calls for rapid decarbonization of the built environment, the adoption of regenerative principles to sustain communities and ecosystems, and wider cultural transformation of the dominant professional culture in order to achieve those changes. Since their founding, ACAN has hosted talks and debates, initiated dedicated working groups on key issues and launched a campaign to Save Structural Timber, among other. **Lauren Shevills**, **Evelyn Choy** and **Anna Lisa McSweeney** are coordinators at ACAN and will be leading the session. Lauren is an Architect at Mæ, Eve an Architectural Assistant at HASSELL and Anna Lisa an Architectural Assistant at dRMM.

[@ArchitectsCAN](#)

IMPLEMENTING NEW WAYS OF WORKING

A practice' greatest asset is its staff. Propelled by the struggle of many staff members to make London a permanent home, and witnessing women in particular leaving for practices located nearer to home to combine caring and working, Dominique and her fellow Partners at PTE recognized that the working world had to change. In response, the decision was taken in 2019 to implement a flexible working policy - long before Coronavirus triggered a sea change in attitude across the industry. Flexible working brings not only benefits but also challenges, not least for team leaders having to manage remotely. To assess the implications, highlight issues and get true buy-in from the team required a carefully conceived consultation process involving all. As practices begin to move out of lockdown, PTE is once again embarking on a process to consult on the future working environment. As leaders, they are challenged to balance individual flexibility with the wider needs of the business and nurturing a thriving practice culture.

Dominique Oliver is an equity partner and heads up one of Pollard Thomas Edwards' (PTE) design workshops delivering projects from concept to completion. With over 18 years' experience in the housing, mixed-use and regeneration sectors, Dominique has both designed and delivered numerous award-winning projects, ranging from large-scale masterplans to infill sites. She specialises in co-locating housing with schools and commercial buildings to create thriving mixed neighbourhoods.

Within PTE, Dominique oversees the HR group, and has a keen interest in ensuring that the practice offers a nourishing, diverse and flexible environment in which to work. Dominique sits on the Lewisham's Design Review Panel. She has been a mentor for the Future of London Leaders Programme and taught a diploma module at The Bartlett School of Architecture.

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WITH THANKS

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Teresa Borsuk, Pollard Thomas Edwards

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

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LEADING TEAMS 7 MAY

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