

FUTURE LEADERS 2020

LEADING TEAMS
7 MAY



1.30pm-6.00pm
RIBA live stream

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FUTURE LEADERS: LEADING TEAMS

The best outcomes are achieved when team members are motivated and engaged, and when the wider project team collaborates towards shared goals. As a team leader, what can you do to help shape a high-performing team while spotting and addressing typical roadblocks? How can you provide individuals with the support they need - whether working together or remotely - and maintain motivation during uncertain times? A good team leader can make the difference not only for project outcomes but for the work-life balance of all. Finally, when having to navigate conflicting pressures and requirements in light of architects' ethical duty to the public, personal leadership comes to the fore.

Leadership coach Anne Fogarty will help delegates understand the characteristics of high-performing teams and the psychological drivers of team development. She will clarify the role of the team leader and how to establish credibility, in newly formed as well as existing teams. Equipped with this knowledge, delegates will analyse their teams' strengths and areas for improvement, review their role and what actions they can take to support the functioning as well as the emotional well-being of the team and its individual members.

YOU WILL LEARN

- About the characteristics of high-performing teams
- The practical and psychological dimensions of team leadership
- Ways to support and motivate team members during times of uncertainty
- How to maximise productivity and enable a healthy work-life balance
- How to give effective and helpful feedback
- Tips for leading upwards

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PROGRAMME OF THE DAY

1.30 pm Welcome
Gesine Kippenberg, RIBA Head of Professional Programmes

1.40 pm Objectives and Learning from Day 1
Anne Fogarty, Leadership Coach

1.50 pm The Characteristics of Great Teams
Anne Fogarty, Leadership Coach

2.05 pm A Beginner's Guide to Building Dream Teams
Katerina Examiliotou, Architect, Grimshaw

2.35 pm Group Work Break-out Session
Google Hangouts

2.50 pm Break

3.05 pm How to Lead a Team
Anne Fogarty, Leadership Coach

3.45 pm Building Safely: Why Personal Leadership Matters
Dieter Bentley-Gockmann, Director, EPR Architects

4.15 pm Break

4.30 pm How to Help Your Team Work Smarter
Lucy Picardo, Associate Director, Haworth Tompkins

5.00 pm The Gift of Feedback
Anne Fogarty, Leadership Coach

5.45 pm Closing Remarks
Gesine Kippenberg, RIBA Head of Professional Programmes

INTRODUCTION TO TEAM LEADERSHIP

Effective team leaders inspire the trust and respect of the team, establish credibility through their competence, commitment and integrity. They help their team perform by setting out clear goals, defining roles appropriate to the task and the capacity of team members, clear communication and providing support according to individuals' needs. Anne Fogarty will deliver interactive sessions exploring the characteristics of successful teams and the role of team leaders in the context of architectural practice. Particularly in challenging and uncertain times, emotional support and compassion are key. How do you establish credibility when joining an existing team or when leading more experienced colleagues? What strategies can help when having to lead up? How can you give constructive feedback that your team members will appreciate?

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.

A BEGINNER'S GUIDE TO BUILDING DREAM TEAMS

As a young architect finding their feet in their first project architect roles, being tasked with building up a team and taking on the role as team leader can be equal parts exciting and daunting. Even more so when the size of the team reflects the scale and complexity of a large infrastructure project. During her time at Grimshaw, Katerina has played a key role in building successful teams, having grown into a confident team leader and trusted mentor for younger colleagues. She will share the insights she gained while helping build up a project team of fifty people, heading up a smaller team within and keeping the momentum going through a long process, now navigating the challenges of working under lock-down.

Katerina Examiliotou is an Architect at Grimshaw who likes to tell stories through design. After studying architecture in Greece she moved to Rotterdam to work for OMA. In 2012 she spent a year in Moscow as part of Strelka's research program 'Agents of Change' where she focused on smart cities and urban data phenomena. Since 2013 Katerina has been living in London and working on several high-profile rail projects for Grimshaw including HS2 Euston station, focusing on urban realm design, interdisciplinary coordination, stakeholder engagement, and team management.

In her spare time, Katerina writes plays she one day hopes to produce and trains for charity boxing fights she one day hopes to win.

[@GrimshawArch](#)

BUILDING SAFELY: WHY PERSONAL LEADERSHIP MATTERS

Health and Safety in construction is a concern that is often experienced as a necessary but unloved part of architectural practice, and seen as a potential barrier to creative flourish by some. Yet safeguarding the life and wellbeing of those who build and inhabit our designs is a core responsibility and essential duty of the profession and requires creative thinking. Regulatory attempts at minimising risk and standardising precautions have not always produced the needed clarity and may even create a false sense of security when applied uncritically. To further complicate the picture, client demands, contractual duties and commercial pressures may compete with ethical considerations, and can be particularly tough to navigate for younger professionals seeking to identify and draw the right line. This often ambiguous nature of risk factors, responsibilities and spheres of influence bring the importance of personal leadership to the fore. Dieter Bentley-Gockmann will show what concrete steps team leaders can take to help clients and the wider project team understand and respond to identified risks, and offer tips for finding your voice and pushing back when needed.

Dieter Bentley-Gockmann is a Director at EPR Architects where he is responsible for the practice's contract, risk and quality management, including professional indemnity issues. He oversees and advises the design teams regarding all aspects of technical design, specification, legal compliance and construction best practice. Following his first successful decade in practice as a registered architect working on a diverse portfolio of built projects, Dieter completed a Master's degree in Construction Law and Arbitration at King's College, London. After a period working as an expert witness providing reports for the benefit of the Technology and Construction division of the High Court regarding Architects' professional standards and duties, he joined EPR Architects' technical team in 2006 and was promoted to Director in 2007. Dieter maintains EPR's RIBA Chartered Practice status reviewing and implementing practice policy, and is Chair of the RIBA Regulations & Standards Committee.

[@EPRArchitects](#)

HOW TO HELP YOUR TEAM WORK SMARTER

Historically, the architectural profession has been characterised by a culture of long hours, where a commitment to working late has frequently been linked to an individual's dedication to their work. This mindset is increasingly being questioned, and many practices are seeking to enable a better work-life balance for their staff. While the pressures of architectural practice present challenges that are not always within the control of the architect, what can team leaders do within their sphere of influence to facilitate effective working and minimise overtime? Highly experienced team leader and Associate Director at Haworth Tompkins, Lucy Picardo, will discuss the strategies and behaviours she honed over her career to help her team deliver excellent projects effectively.

Lucy Picardo joined Haworth Tompkins in 2005, became an Associate in 2013 and Associate Director in 2015. She is actively involved in several of the studio's performing arts and cultural projects. Lucy also manages the practice's Training, Procedures and Project Evaluation strategy groups. She studied architecture at The Bartlett School of Architecture and prior to joining Haworth Tompkins worked with Richard Rogers Partnership, Ushida Findlay Architects and Make Architects. Lucy is a RIBA Part III Professional Examiner for the RIBA North West.

[@haworthtompkins](#)

WITH THANKS

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

DEVELOPING A LEADERSHIP MINDSET 26 MARCH

LEADING TEAMS 16 MAY

LEADING CHANGE 18 JULY