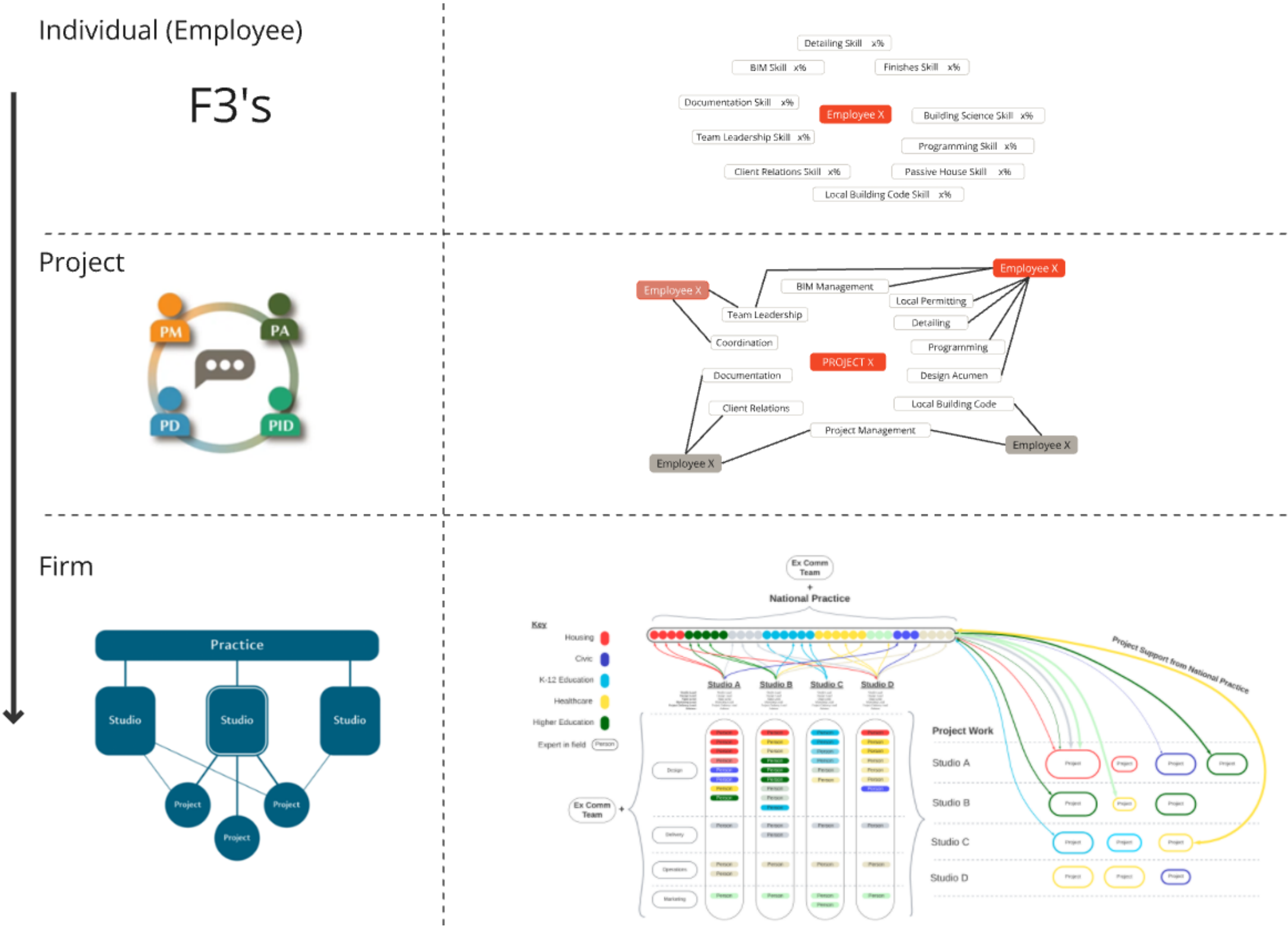


# Birds Eye View - Big Picture

## Initiatives

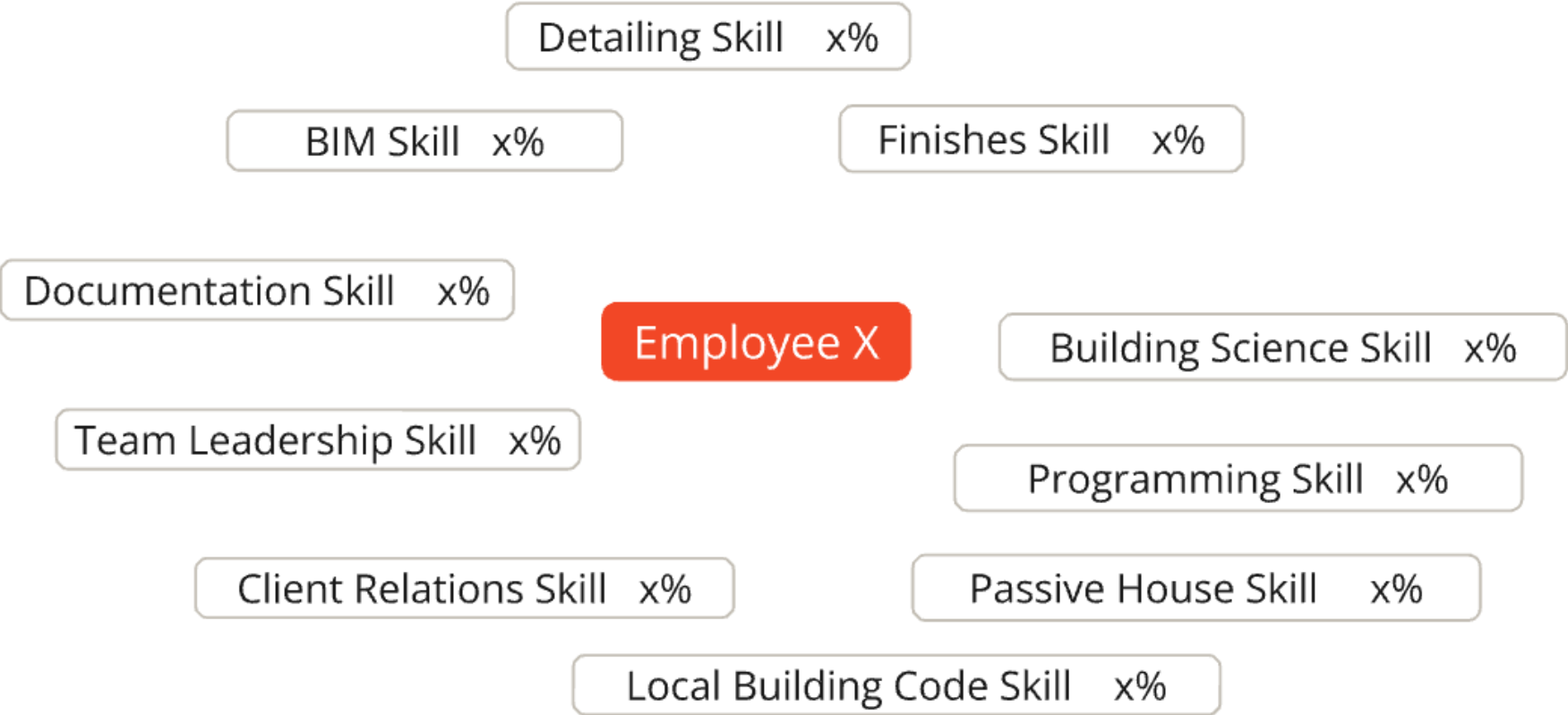
## Structured Initiatives



# Diagramming our greatest resource, People

Employees can either be understood as positions in a firm or as resource assets. I believe we should have a deeper understanding of what people can do and what they bring to the table beyond the prima facie understanding that comes from a position, a resume, or a given number of years of experience. From personal experience, I can say that none of these markers can tell you how someone preforms in a work/team environment and given the hierarchical review system we have, it is easy to obfuscate how and what gets done as well as by whom.

I believe that F3's should provide a picture of the pragmatic skills of an employee. In this way, we can track the development of an employee, figure out how to allocate them as a resource to a project, figure out what kind of training would be most beneficial, and how we can get the best out of each person.



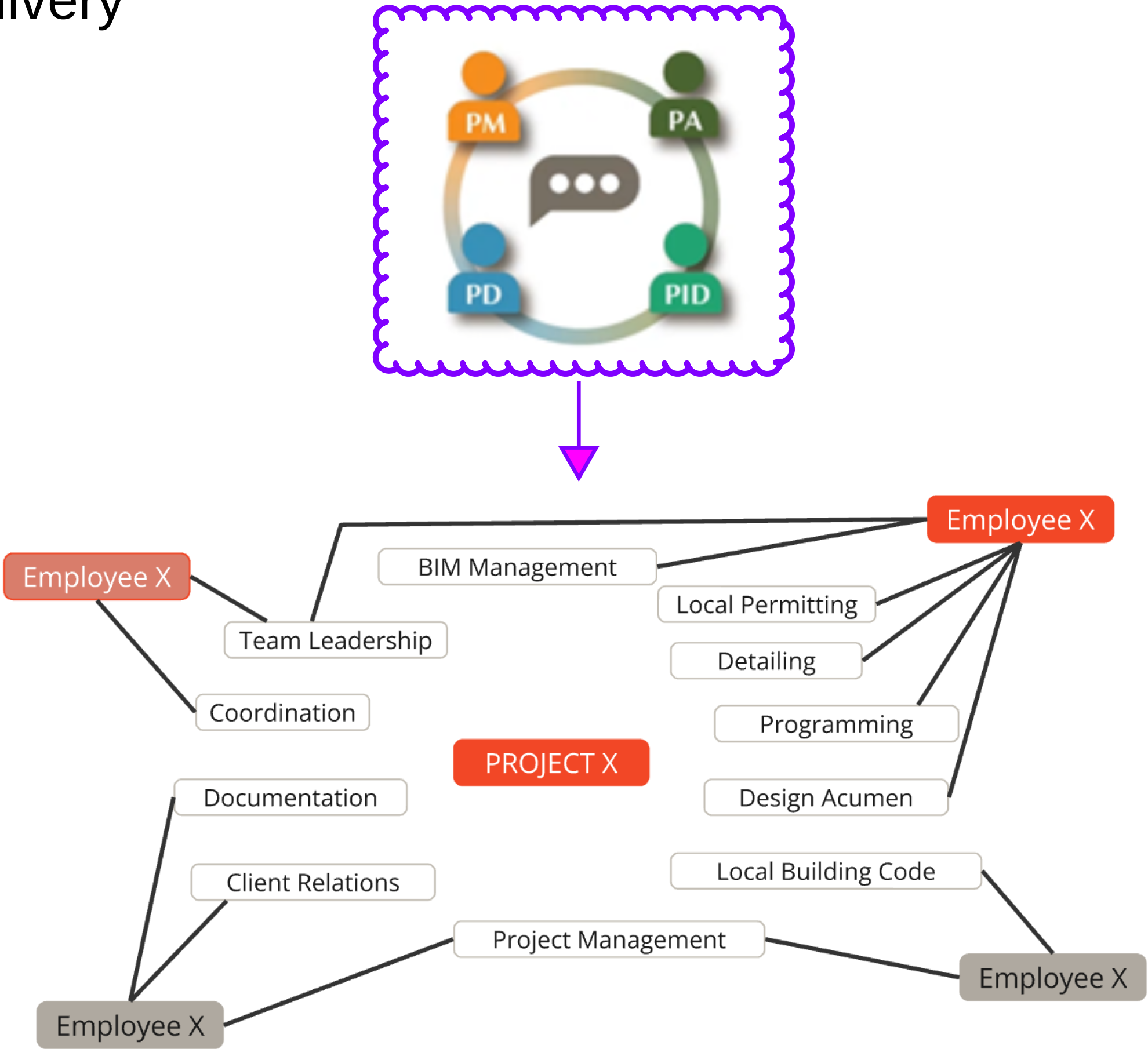
This diagram is a basic depiction of how we can map out an employee based on skill and what they bring to the table. It is raw and does not account the myriad other properties which could be pertinent.

# Diagramming Project Delivery

The employees, the atoms of the molecule that is a project, can then begin to fill in the requisites of project delivery.

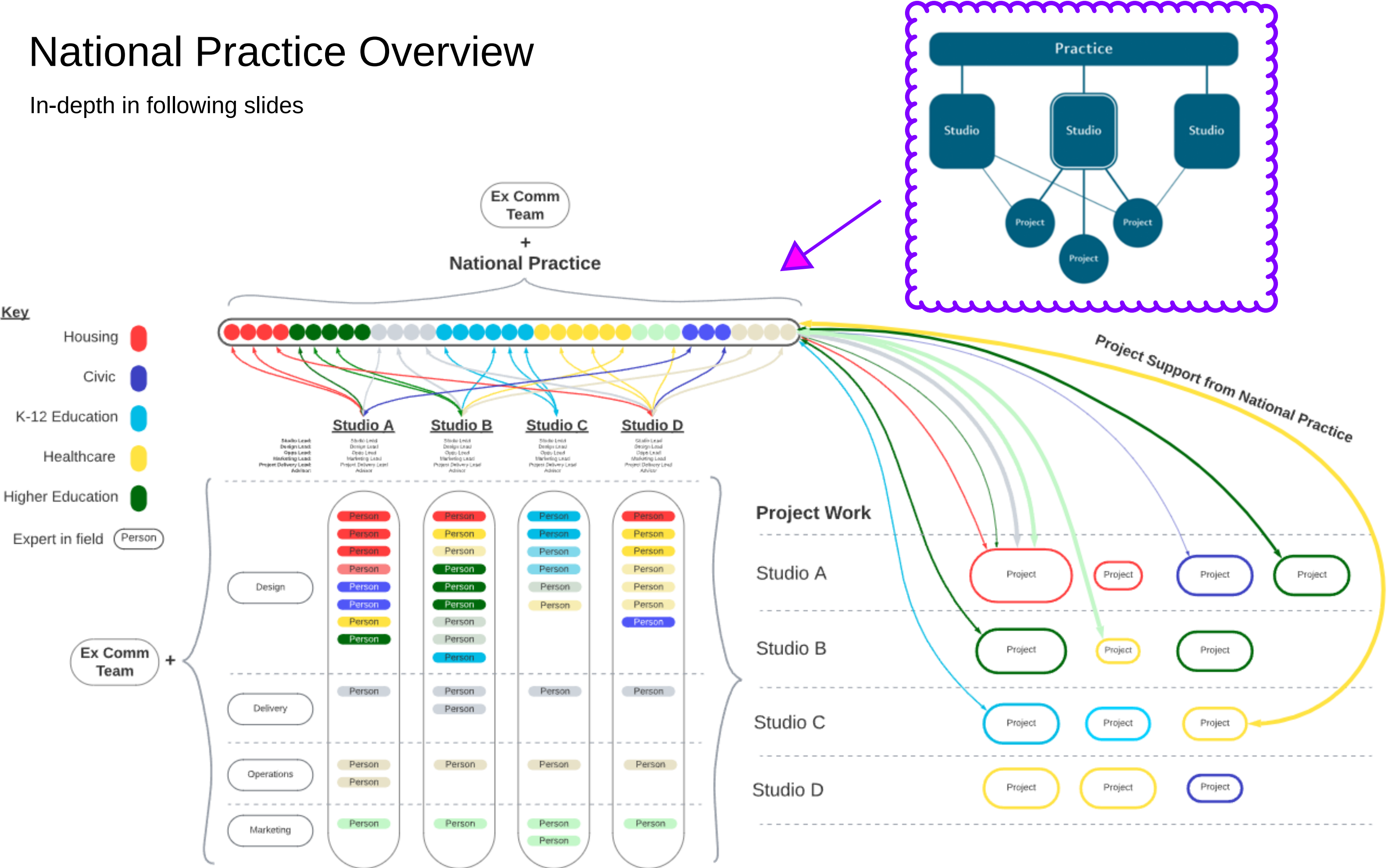
Looking at a project as the fulfillment of skills required to achieve a successful outcome rather than as a set of positions, would not only help with staffing a project appropriately, but would also help ensure that any holes in the appropriate staffing of a project are understood, mitigated, and supported.

When we staff a project, we shouldn't ask, "do I have the positions allotted in here", we could ask "who can carry out the work that is available?" By re-framing the question and establishing a diagram that serves as a tool rather than a mere depiction, we can build on a framework which in turn facilitates all of our work.



# National Practice Overview

In-depth in following slides



# Studio Composition

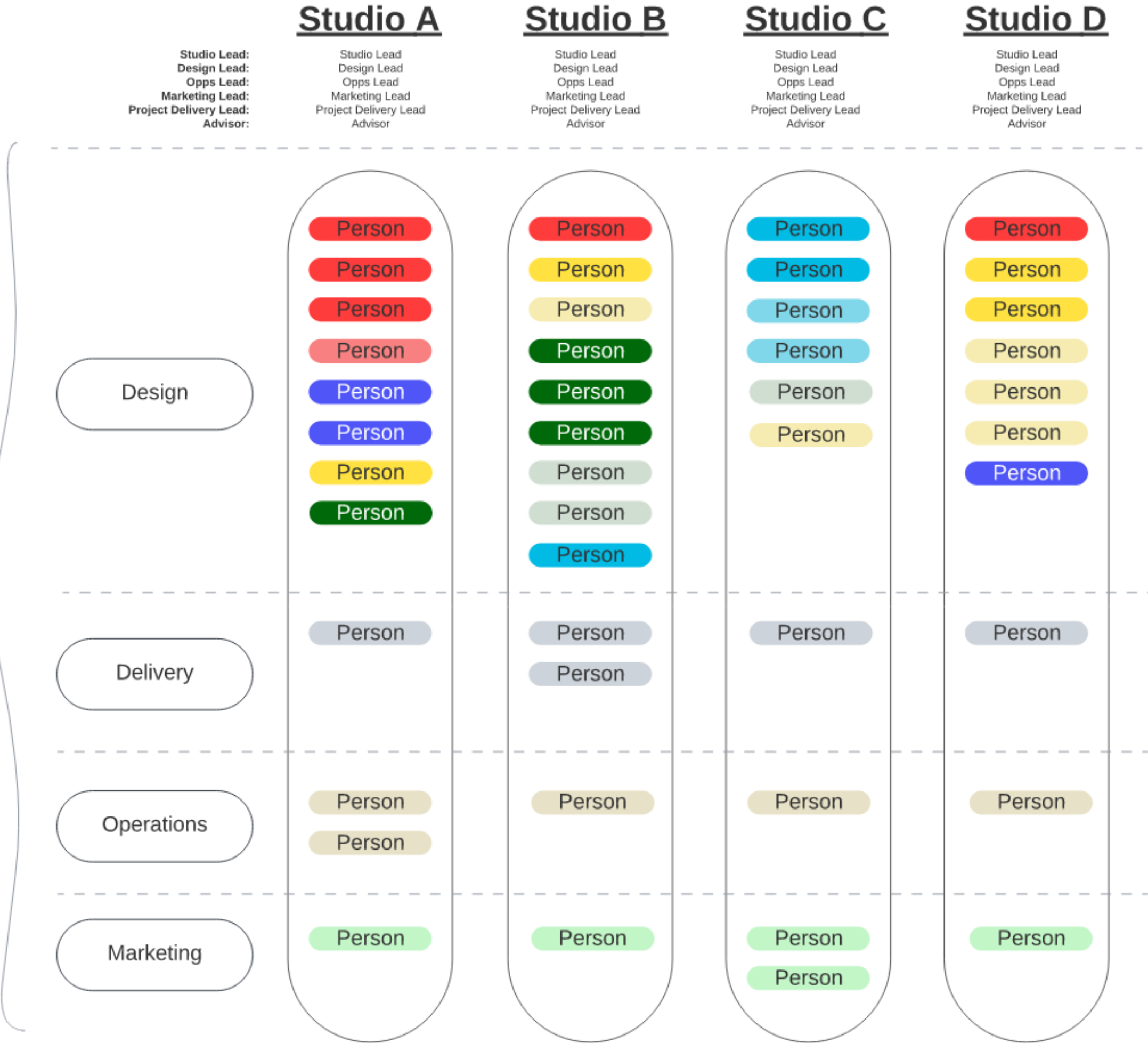
Expert in field Person

**Key**

- Housing
- Civic
- K-12 Education
- Healthcare
- Higher Education

**Ex Comm Team** +

Our studios are made up of experts as well as professionals of all different skill levels. By diagramming the skill sets and expertise of people as shown before, we can begin to categorize them. We can tabulate them as experts in fields, experts in market sectors, experts in firm management, firm visioning, etc... Each studio is a collection of valuable assets, employees, which make up our national practice.



# National Practice Structure

Expert in field Person

Key

Housing

Civic

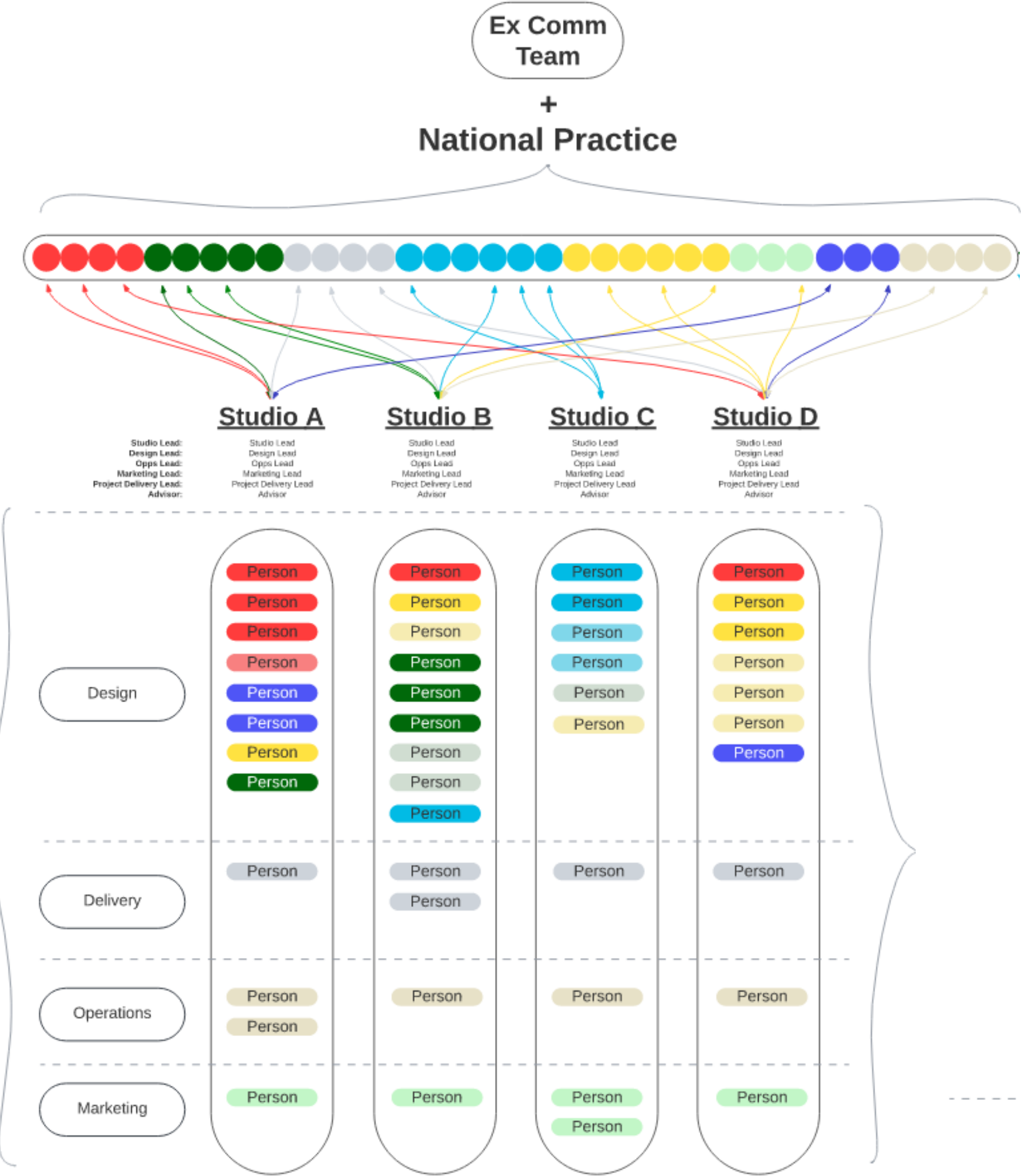
K-12 Education

Healthcare

Higher Education

Ex Comm Team +

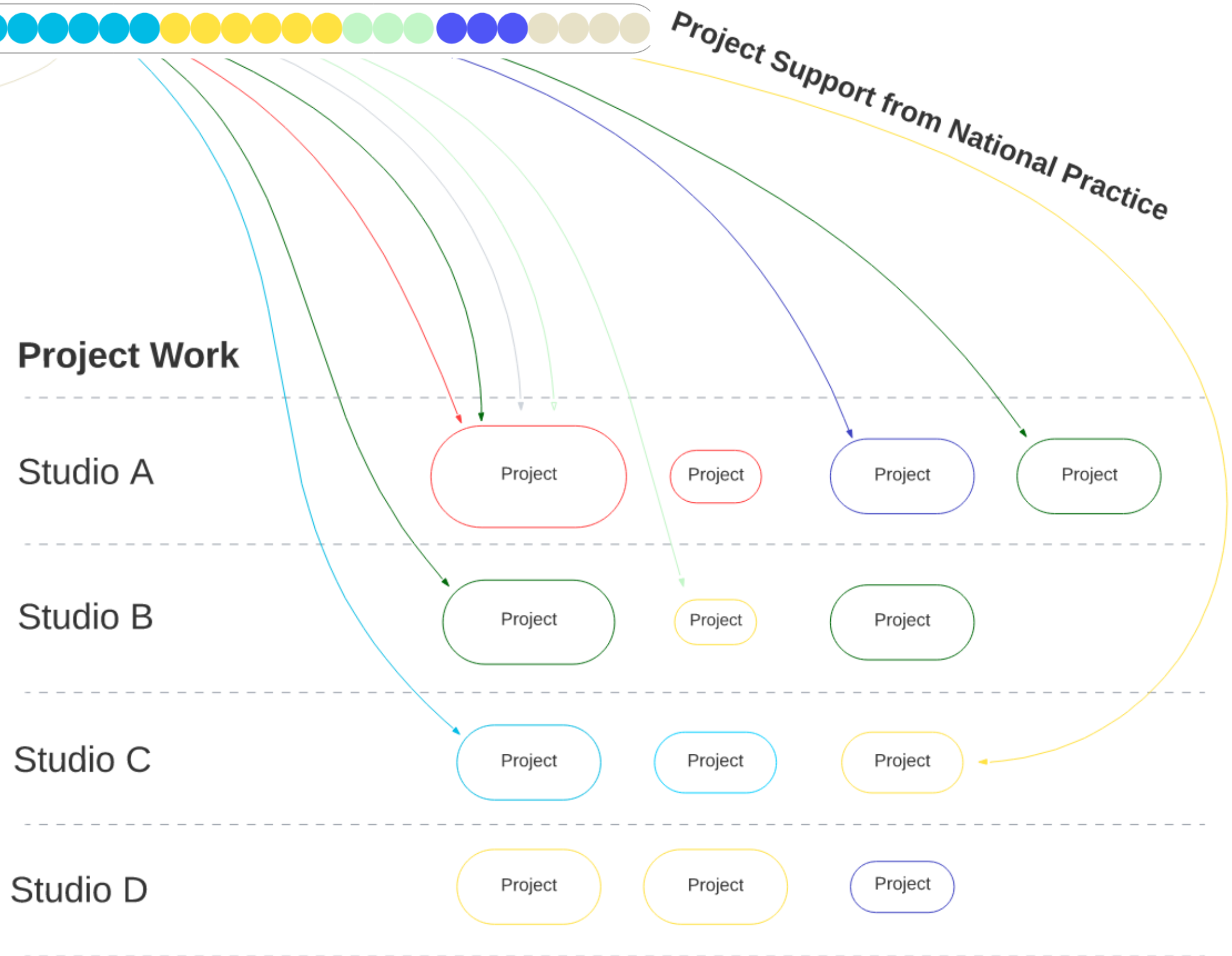
Studios then provide the backbone of what we consider the national practice, a collection of the top talent across the firm and across the nation aided and choreographed by the Ex Comm Team.



# National Practice in Practice

This national practice is our edge, our backbone. It allows us to input top expertise across the studios in the nation, supplement needed skills, and provide support when necessary. It also allows us to mitigate staffing needs as markets ebb and flow, shifting resources as needed and maintaining stability and security across the studios and firm.

I have personally seen how well this works when Caroline came into our project and provided that extra artillery we needed to steer it in the right direction.

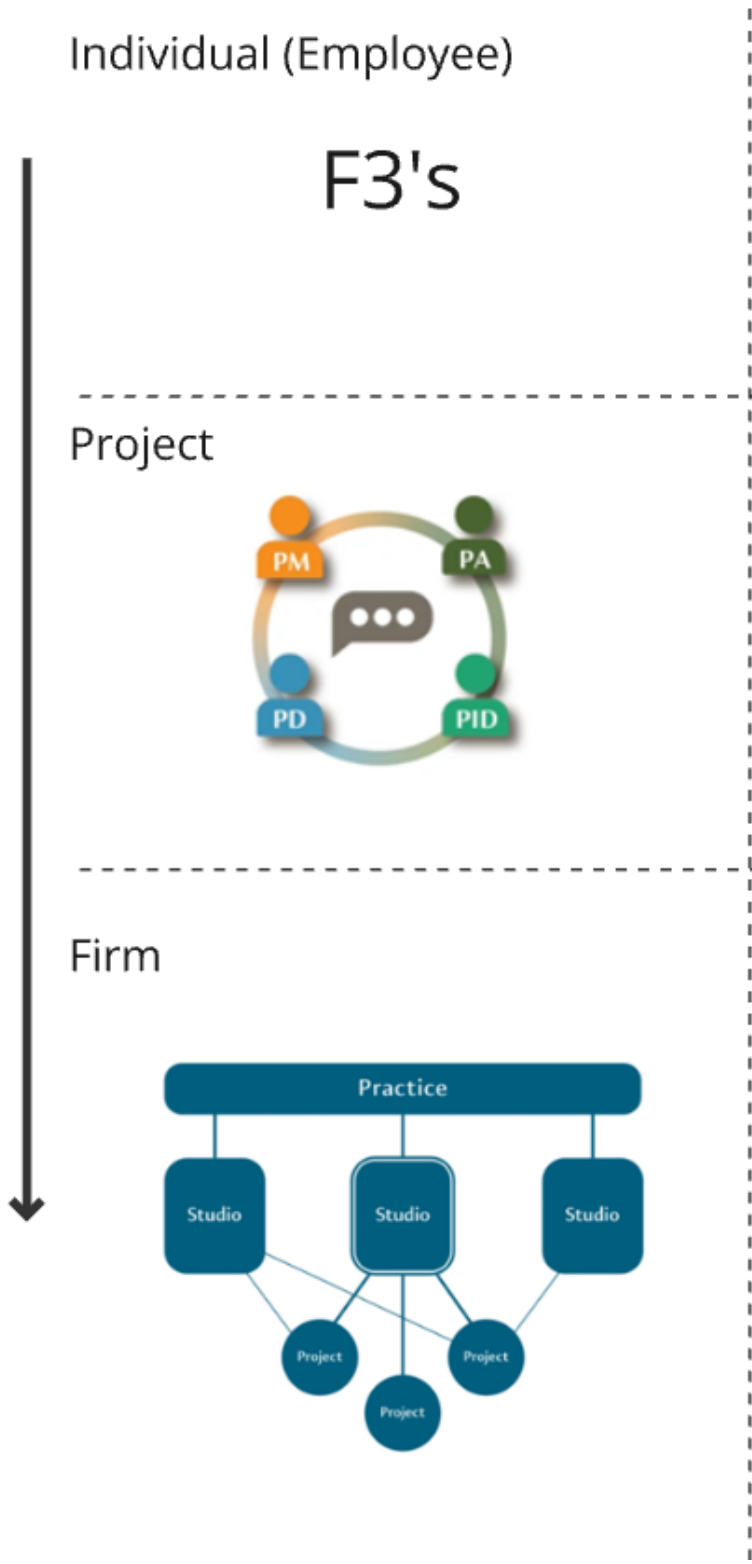


# Conclusion

We should look at the conceptual structuring of our firm as whole, from the atomic unit (people) to teams, to the national practice, and everything in between, so that as different people are working on diagrams, they can do so independently, but also collaboratively.

In order to *build* the firm, we have to work together under a single vision. What I have demonstrated is likely not the right way to go, nor the way the firm looks at itself, nor the right interpretation, but what I hope to demonstrate is how broad thinking can tie-in the work people across the nation are carrying out into a single "flow".

## Initiatives



## Structured Initiatives

