Managing the Business of Architecture

Mini - “MBA”

H. Ralph Hawkins, FAIA, FACHA, LEED AP
Chairman
H. Ralph Hawkins, FAIA, FACHA, LEED AP
HKS

- Best Executive 2007 American Business Award
- CEO of the Year 2006 - PSMJ
- Fortune Magazine Top 25 Best Bosses – 2005
- Fellow in American Institute of Architects 1994
- Council of Fellows American College of Healthcare Architects
- Design Futures Council Senior Fellow
- Chair of AIA Large Firm Round Table
- Construction Industry Round Table Chair Elect
- United Way Foundation Board Member
- Chair 2015 Dallas Regional Chamber
- YTexas CEO of the Year 2013
H. Ralph Hawkins, FAIA, FACHA, LEED AP
HKS

• 42 years employee of HKS
• Served as President and CEO from 2002 to 2014
• Currently Chairman 2014 to Present
• Grew the firm from 450 people to 1,500 people
• Increased revenues by over 450%
• Supported improved design awareness throughout firm
• Best Place to Work at Local, State and National Level
• Family Friendliest Place to Work
Four Seasons Resort Hualalai Kona, Hawaii
Bathtub Recovery Chart
STAFF REDUCTION STRATEGIES IN 2008

- Reactive Layoffs
- Proactive Layoffs
  - Reduced Cost
  - Increased Cost
HKS BRAND PROMISE

- **Brand Vision** Creating places that enhance the human experience
- **Brand Positioning** To those wanting to make an impact with design, HKS is the architect where focused people consistently deliver the extraordinary.
- **Brand Affiliation** Groundbreakers
HKS VALUE BASED CULTURE

- **Excellence** Demonstrate compelling design, communication, innovation and teamwork
- **Responsive Service** Provide to our clients, firm, teams, profession and community
- **Work Ethic** Serve our clients and staff in a passionate, productive and positive manner
- **Commitment with Honesty and Integrity** Impart with clients and coworkers, and through our quality of life
- **Leadership** Exemplify proactive, solution-oriented leadership to our clients and within the firm
- **No Bureaucracy** Maintain small firm simplicity and quickness with clear, concise and seamless communication
- **Remain a Learning Organization** Continue to learn, improve and mentor
- **Master Change** Exceed the rate of change in our industry
- **Mutual Respect and Dignity** Uphold with our clients, coworkers and families
- **Career Opportunities** Create fair opportunities for staff to grow in their careers and experiences
- **Business-Centered Practice** Act ethically and thrive as proactive, fiscally-responsive leaders
Our clients and the industries we serve will recognize HKS as a **trusted partner** and **transformational organization** providing the highest level of **service, design, technical expertise and business performance** globally while **creating places that enhance the human experience**.
We are ONE. HKS is a worldwide network of professionals, strategically located and working seamlessly as one firm with individual expertise in design, research and management. We work together in teams across offices and across sectors to deliver exceptional value to our clients. The value of talent, experience and knowledge from across the globe is multiplied when shared.
BUSINESS CENTERED PRACTICE
“WE ARE A BUSINESS CENTERED PRACTICE TO PROVIDE OUR PRACTICE WITHIN A BUSINESS FRAMEWORK”
QUAD MATRIX ORGANIZATION

CLIENTS

ALL OFFICES

HKS LEADERSHIP

PROFESSIONAL SERVICES
- Healthcare
- Hospitality
- Sports & Entertainment
- Federal/Government
- Office/Corporate
- Education
- Aviation
- Corporate Interiors
- Urban Design
- Science & Technology
- Mixed Use/Retail/Residential
- Convention
- Events
- Renovation/Adaptive Re-Use
- Strategic Planning/Research

ADMINISTRATIVE SUPPORT
- Accounting
- Legal
- Human Resources
- Technology Resources
- Marketing
- PR/Communications
- Identity Group
- Brandspace
- Administration
HKS LEADERSHIP STRUCTURE

- Executive Committee & Board of Directors
- Management Council
- Promotions Committee
- Office Directors & Share Holders
- Associate Principals
- Vice Presidents & Senior Associates
- Associates
- Forum
- Principals
- Officers
- Share Holders
IMPLEMENTATION CHECKLIST

PROJECT IMPLEMENTATION ACTIONS

**Management (Financial, Client, Team)**

- Develop analysis of metrics to aid in review of project performance trends
- Continue to develop the use of budgeting and forecasting in market sector reviews
- Comprehensively reposition construction services process and philosophy
- Plan office and departmental leadership transition

**Quality, Control and Coordination**

- Re-evaluate the methodology and process of quality management
- Continue to develop the use of Navisworks software in our coordination efforts with our consultants (clash detection)
STRATEGY TO LEADERSHIP
“Leadership is one of the most important attributes in any organization & specifically in an individual.”

// Ralph Hawkins
WANNA START A REVOLUTION?

START A REVOLUTION

WHAT’S YOUR REVOLUTION?

THINK:
- BRIGHT
- BOLD
- ENERGETIC
- Gritty
- FRESH
- REVOLUTIONARY

COMMUNICATION REVOLUTION

LEADERSHIP REVOLUTION

ARCHITECTURE REVOLUTION

CUSTOMize THE LOGO. KEEP IT FRESH.

LOGO FONT IS HK SANS

(Actual logos TBD)
WANNA BE A LEADER?
Preparation and Thoughtful Ideas can create authority
ENGAGEMENT

25% DISENGAGED
50% ENGAGED
25% SUPER ENGAGED

STAND UP, STAND OUT
SOURCE: As Scancapture's MD, Steve Smith not only brings over 20 years data capture and document management experience to his business but also a genuine and determined passion for measuring employee engagement.
Listen 2/3 of the time and speak 1/3 of the time

LEARN TO LISTEN AND BE HEARD
FIND MENTORS TO FOLLOW AND INSPIRE YOU!

SPECIAL GUEST SPEAKERS

Emmitt Smith
Anne Motsenbocker
John Crawford
Mayor Tom Leppert
MENTOR WITH LEADERS THAT YOU RESPECT
LEARN TO THINK THEY WAY THEY THINK
THEN TAKE CHARGE OF YOUR LIFE
SUMMARY
1. Wanna be a leader?
2. Influence without authority!
3. Stand up, stand out!
4. Learn to listen, to be heard.
5. Find Mentors!
6. Lead by example!