Entrepreneurship and Firm Management

SESSION #2

@ Perkins Eastman DC
One Thomas Circle, Suite 200
Washington, DC 20005

By Daniel Blair, AIA, NCARB | BELL Architects, PC
Nicole Keroack, AIA | ZGF Architects
November 02, 2018
I. Program Summary & Learning Objectives

Entrepreneurship and Firm Management

PROGRAM SUMMARY:
Entrepreneurship, branding, and strategic firm management are fundamental skills necessary for a practice’s success, but they are rarely taught in architectural programs or promoted in the professional practice. This session will delve into the underlying themes that are intrinsic in developing firm productivity, collaboration, and leadership through a series of roundtable discussions with local professionals and an interactive group activity where participants will practice one of the most critical skills for a leader at any stage of their career – giving and receiving feedback.

LEARNING OBJECTIVES:
1. Participants will understand the personal, professional, and legal challenges in starting a design practice, how to minimize risk, and how to build competent practices to protect owners and the public.
2. Participants will gain an understanding of brand awareness and the value it provides clients when trying to secure new work and delivering well executed projects that support the needs of their occupants.
3. Participants will become able to compare different architecture firm and leadership structures and identify the legal, ethical, and business strengths and weaknesses of those structures resulting in effective project coordination and delivery.
4. Participants will demonstrate skills that are necessary to be a good leader in a company and will evaluate their strengths and weaknesses as a leader, which will empower them to be more effective leaders throughout the design, negotiation, and building process resulting in enhanced results for all project stakeholders.

PROGRAM ABSTRACT:
Many architectural practices start as sole proprietorships and grow into larger firms, often without formal business training or an MBA in place. How do design professionals become excellent business managers? Often, these skill-sets are acquired ad-hoc in the field. Just as architects craft spaces, they too should be able to design their practice, down to the firm’s structure and the development of their employees. Starting the day’s events will be a roundtable discussion with Barbara Mullinex, Managing Principal of Perkins Eastman’s DC Office, Matthew Daw, Senior Principal of Simpson Gumpertz & Heger Inc, and Ryan Moody, founder of Moody|Graham Architects. The group will discuss their personal experiences in managing their firms, discuss the challenges faced, and identify education they required to become successful entrepreneurs. Second, the scholars will participate in a discussion led by Martin Ditto and Callie Brummer of Ditto Residential, who will discuss the importance of brand awareness and how the firm identifies business opportunities. The third and final presentation will be led by Jordan McAnaney, an industrial/organizational psychologist. Jordan will provide the scholars with ways to promote and educate themselves within the structures they are already a part of. Finally, the scholars will take part in an interactive group activity where participants will practice one of the most critical skills for a leader at any stage of their career – giving and receiving feedback. By seeing the ways in which professionals have structured their own firms and learned the challenges in managing them from an organizational perspective, scholars will be able to reflect on their own organization and their role in it. They will be able to apply these leadership skills and organizational structures as the scholars advance in their own careers.
Entrepreneurship and Firm Management

Date: Friday, November 2, 2018
Location: Perkins Eastman DC, One Thomas Circle, Suite 200, Washington, DC 20005
Time: 12:00 pm – 5:15 pm

AGENDA

12:00 – 12:15  Lunch Reception + Introduction Presentation
Daniel Blair and Nicole Keroack

12:15 – 2:10  Presentation #1 - Developing a Practice
by Ryan Moody, Matt Daw, and Barbara Mullenex

2:10 – 2:15  Break

2:15 – 3:30  Presentation #2 - A Decade of Ditto + Lessons Learned Along the Way
by Martin Ditto and Callie Bruemmer

3:30 – 3:35  Break

3:35 – 5:05  Presentation #3 - Developing Your Leadership Brand
by Jordan McAnaney

5:05 - 5:15  Conclusion & Housekeeping
Teri Coates & the CKLDP Executive Committee

5:15 – 6:30  Happy Hour @ ChurchKey
1337 14th St NW, Washington, DC 20005
III. Speakers & Presentations

**Presentation #1: Roundtable Discussion**

**Developing A Practice**

Speakers will engage in a moderated discussion based on questions provided by scholars prior to the session. Questions will address how the participants got started in the practice, how their brands were developed, and how opportunities are identified and pursued.

**Matthew J. Daw, Senior Principal, SGH**

After growing a small business over a period of 13 years, Mat J. Daw joined Simpson Gumpertz & Heger (SGH) in 2018 through the firm’s acquisition of Keast & Hood’s Washington, DC office. Mat is experienced in the structural design and project management of a wide variety of complex engineering projects and has an extensive background involving the renovation, diagnostics, repair, and emergency stabilization of many notable existing and historic buildings throughout the US and abroad. Mat is now a Senior Principal with Simpson Gumpertz & Heger (SGH), a 600+ person nationally recognized engineering firm specializing in structural and building enclosure engineering.

Mat earned separate degrees in Architectural Engineering and Civil Engineering from Drexel University in 1992 and 1993 and is currently registered in 18 states. He is a US Green Building Council LEED Accredited Professional and a registered professional with the National Council of Examiners for Engineering and Surveying (NCEES). His leadership extends from the office to the professional communities of Baltimore and Washington, DC. Mat currently offers his expertise and holds positions on the boards of directors for the Washington Architectural Foundation (WAF), DC Preservation League (DCPL), and Preservation Maryland organizations. Additionally, Mat volunteers his time with DCRA’s Construction Codes Changes Board (CCCB) on their structural Technical Advisory Group (TAG).

**Ryan Moody, Founder, Moody|Graham**

Ryan Moody is a registered landscape architect and founding principal of Moody Graham in Washington DC. Ryan holds master’s degrees in architecture and landscape architecture and has worked for internationally recognized firms in each discipline. Ryan’s educational background and professional experience combine to provide a comprehensive understanding of buildings & landscapes and the complementary relationship between them.

Ryan started Moody Landscape Architecture in 2009 to provide public and private clients with design services focused on developing and strengthening links between people, plants, and architecture. In 2016 Moody Landscape Architecture merged with Graham Landscape Architecture to become Moody Graham.

Ryan has presented work and lectured on landscape architecture and architecture in Washington, DC, Chicago, IL, Charlottesville, VA, and Philadelphia, PA. Ryan’s current work builds upon his professional and educational background and is influenced by distant travels, neighborhood gardens, accidental harmony, calculated beauty, and the pursuit of better places and healthier communities through bold and thoughtful design.
Presentation #1: Roundtable Discussion
(Continued)

Barbara Mullenex, Managing Principal, Perkins Eastman
For more than 30 years, Barbara Mullenex has focused her career on building teams that bring innovative solutions to complex projects; an attribute that embodies the Perkins Eastman manifesto of Human by Design. Barbara joined Perkins Eastman as a studio leader in Washington, DC in 2013, bringing with her an expertise in strategic planning, organizational strategy, talent development, and outcome-based management for projects of all scales. In 2015, she joined the firm’s Board of Directors, and is now the Managing Principal in Washington, DC – Perkins Eastman’s second largest office. As a local and international leader, she is responsible for actively supporting and strengthening the firm’s mission and values through consistent communication and participation with clients, support organizations, and philanthropic associations.

She builds inter- and intra-organization teams that effectively work together to share information, make decisions, and solve problems to achieve mutual goals. Barbara has led the design and management of numerous high-profile projects for clients such as Marriot, WeWork WeLive, Global Holdings, and World Bank.

In addition to her expansive portfolio of work, Barbara is committed to leadership through service and has been recognized for her philanthropic and community engagement. She serves on the Executive Committee and Membership Committee of the Federal City Council, is a member of the Economic Club of Washington DC, and the International Women’s Forum

Presentation #2: Conversation
A Decade of Ditto + Lessons Learned Along the Way
Martin Ditto has a decade of entrepreneurship behind him. In this session, he will discuss his experience building his company from scratch, growing his firm from flipping houses to developing multifamily, lessons he’s learned as a CEO, and the importance of branding. Callie Bruemmer, Ditto’s Director of Marketing, will join him in a conversation on developing brand.

Martin Ditto, Founder, Ditto Residential
Martin Ditto of Ditto Residential started the firm in 2008 to pursue new ideas and innovation through real estate. He wanted to create architecturally significant residences through transformative design and frequently partners with avant-garde, award-winning design firms.

Ditto recognizes and responds to underserved populations, both singles and families who have trouble finding affordable options. In cities like Washington, D.C., group homes shared by young people are being converted to single-family use or to high-end condos, and families who need more than two-bedroom apartments have few places to turn.

Ditto sees himself as the quintessential entrepreneur, unafraid to take a chance. He points to his first attempt to serve the underserved market with a nine-unit development in D.C., called Oslo, which has been profiled as a ULI Case Study. He also plans to break new ground by erecting a triangular, mixed-use building that predominantly comprises three- and four-bedroom apartments—49 in all—to serve families with more than one child.
Presentation #2: Conversation

(Continued)

Callie Bruemmer, Marketing Director, Ditto Residential
Callie is responsible for all communication and marketing activities at Ditto Residential. She directs brand strategy, public relations and events. Callie has a degree in Strategic Communication and International Studies from the School of Journalism and Mass Communication at the University of Wisconsin-Madison.

Presentation #3: Workshop

Developing Your Leadership Brand
Most of us are so consumed with meeting project deadlines that we rarely slow down to ask an important question – what’s my personal definition of career success and how can I best develop as a leader to achieve it? This workshop will teach participants the principles of effective leadership, keys for personal engagement, and the method behind building an individual development plan that takes one’s leadership style and career aspirations into account. Participants will also have the opportunity to learn and practice one of the most critical skills for a leader at any stage of their career – giving and receiving feedback.

Jordan McAnaney, Global Head of Organizational Development, Altisource
Jordan McAnaney is an organizational psychologist and leadership coach with a passion for helping companies optimize the potential of their workforce and achieve long-term financial growth. He is currently Global Head of Organizational Development and Talent Management for Altisource Portfolio Solutions in Atlanta, GA, a financial and technology service provider for the real estate industry. Prior to joining Altisource in 2016, he served as Director of Talent Management and Leadership Development for Las Vegas Sands Corp., and led the Executive Leadership Development team for Freddie Mac in McLean, VA. He holds a Master of Science in Industrial/Organizational Psychology from the University of Tennessee at Chattanooga where he also served as adjunct faculty, and a Bachelor of Science in Psychology from the University of Florida. His areas of expertise include performance management, selection assessments, employee engagement, succession planning, job analysis, organizational design, and leadership development.
IV. Recommended Reading

**Firm Management**
- The Architect’s Handbook of Professional Practice
- The E-Myth Revisited
- The Business of Design
- The Experience Economy
- It’s Not How Good You Are, It’s How Good You Want to Be
- Find the Lost Dollars: 6 Steps to Increase Profits in Architecture, Engineering, and Environmental Firms
- Science of Deconstructing Silos: A Formula for AEC Success
- Spiraling Up
- Getting to Yes: Negotiating Agreement Without Giving In
- The Tipping Point: How Little Things Can Make a Big Difference
- Outliers: The Story of Success
- David and Goliath: Underdogs, Misfits, and the Art of Battling Giants
- Good to Great: Why Some Companies Make the Leap and Others Don’t

**Economic Influences**
- Freakonomics: A Rogue Economist Explores the Hidden Side of Everything
- Think Like a Freak: The Authors of Freakonomics Offer to Retrain Your Brain
- The Big Short
- The Undoing Project
- Boomerang: Travels in the New Third World

**Leadership**
- Strengths Based Leadership: Great Leaders, Teams, and Why People Follow
- True North: Discover Your Authentic Leadership
- Primal Leadership: Unleashing the Power of Emotional Intelligence
- The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change
- Never Eat Alone: And Other Secrets to Success, One Relationship at a Time
- What Would Machiavelli Do? The Ends Justify the Meanness
- All In: You Are One Decision Away From a Totally Different Life

**Additional Reading**
- Atmospheres
- Biophilia

**Authors**
- American Institute of Architects
- Michael Gerber
- Keith Granet
- Joseph Pine and James Gilmore
- Paul Arden
- June Jewell, CPA
- Rena Kleine, FAIA
- Lee Frederiksen
- Roger Fisher and William Ury
- Malcolm Gladwell
- Jim Collins
- Steven Levitt & Stephen Dubner
- Michael Lewis
- Tom Rath
- Bill George
- Daniel Goleman, Richard Boyatzis and Annie McKee
- Stephen Covey
- Keith Ferrazzi
- Stanley Bing
- Mark Batterson
- Peter Zumthor
- E.O. Wilson
V. Acknowledgements

Sponsors

We want to thank all of our sponsors for generously helping us develop CKLDP for the future success of our emerging leaders of the Washington, DC metropolitan area.

SPONSORS

Perkins Eastman / Venue Sponsor
Thank you to Perkins Eastman for providing today's venue for the session.

ABC Imaging / Print Sponsor
We would like to thank ABC Imaging for donating printing services for the session.

PROGRAM SPONSORS
Thank you to the following sponsors for providing financial support for today's session.

Thank you to our food and beverage providers.

CKLDP 2018 | PROGRAM SPONSORS

Gensler
HKS
WDG

Acknowledgements

We would also like to thank all the speakers who took time out of their busy schedules to participate in the session, and provided both working content and feedback as we coordinated the session.