

 **AIA**
Florida

Provider #: A022

Leading through Listening Workshop
CN17LTLW




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AIA
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Course
Description

Through lecture and group interaction, this course outlines how Leading through Listening is essential to creativity, very doable but completely dependent on architects and their teams that are committed to appropriate actions related to the realm of customer requirements.



Learning Objectives

At the end of the this course, participants will be able to:

1. Teach architects how to listen for/uncover customer requirements.
2. Teach architects how quantify customer requirements
3. Teach architects how to analyze customer requirements
4. Teach architects how to use customer requirements for design and post evaluation



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Introduction/Background

- Interaction encouraged
- Married with three sons
- Piano player - avocational/creative interest/enhances listening
- University of Cincinnati/DAAP and Michigan State University
- Marketing and product development
- Customer-driven and team-led approach
- In business 27 years
- Primary industries served
 - **Architecture/Design** (*personal fit on Chemistry, Synergy and Strategy*)
 - Education
 - Manufacturing
 - Not-for-Profits
 - Oil & Gas

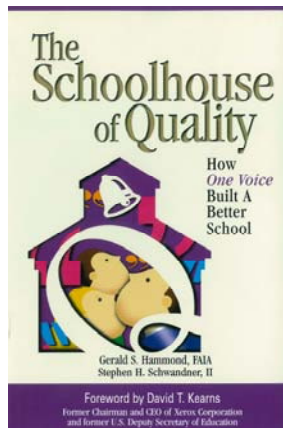
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Introduction/Background

- Architecture/Design



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Essence of Creativity/Innovation

- **Creativity is...**
the **act of** and
response to *Structured Listening*.

Motivation for *Structured* Listening

- Show empathy
- Build trust
- Deliver solutions that people value

He who answers before listening – that is his folly. Proverbs 18:13

Benefits of *Structured* Listening

- Energizes productive **team** decision-making.
- Provides fantastic **stories** for the perspective of others.
- Inspires excellent and unique design **solutions**.
- Presents the opportunity for competitive **advantage**.
- Sets up the ability to track **progress** against objectives.

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Learning Objectives

- Teach architects how to **UNCOVER** customer requirements.
- Teach architects how to **QUANTIFY** customer requirements.
- Teach architects how to **ANALYZE** customer requirements.
- Teach architects how to **APPLY** customer requirements.

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Learning Objective

- Teach architects how to **UNCOVER** customer requirements.
 - Identify customers: payers, influences and/or users of the built environment
 - Remember great planning starts with initial/foundational questions
 - Pursue an un-bias/objective/blind as possible listening framework
 - Start with information/listening objectives (What are you trying to learn through listening and how does it relate to the total project?)
 - Outline phases of listening (Upstream/capturing VoC/requirements, Midstream/refining/testing concepts and Downstream/evaluating finished projects after use)
 - Think through how to approach the runway/land the plane (slow/gradual is better than fast/steep) and review the pluses and minuses of various qualitative methodologies (e.g., focus groups, individual interviews, community forums)
 - Use the best model for listening/identifying the initial Upstream requirements (e.g., Before, During and After Experiences, Relationship-to-Relationship) that will facilitate an enlightened design/development process

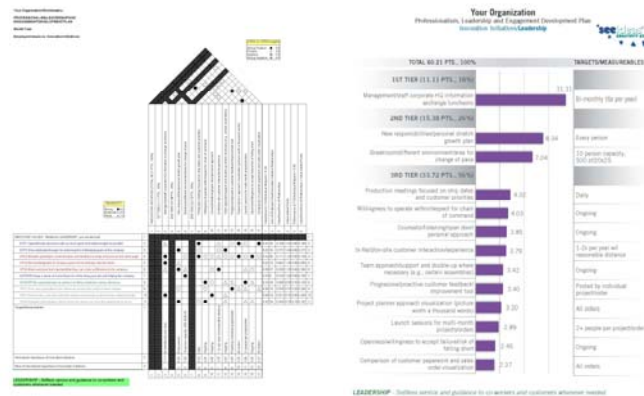
Learning Objective

- Teach architects how to **ANALYZE** customer requirements.
 - Gain insight from the juxtaposition of *Importance* (X axis) and *Performance* (Y axis)



Learning Objective

- Teach architects how to **APPLY** customer requirements.
 - Follow the customer value path/logic trail, put the EM-PHA-SIS on the right SYL-LA-BLE, DESIGN, INNOVATE and EVALUATE (customer feedback and POE) where it matters



This concludes The American Institute of Architects
Continuing Education Systems Course



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