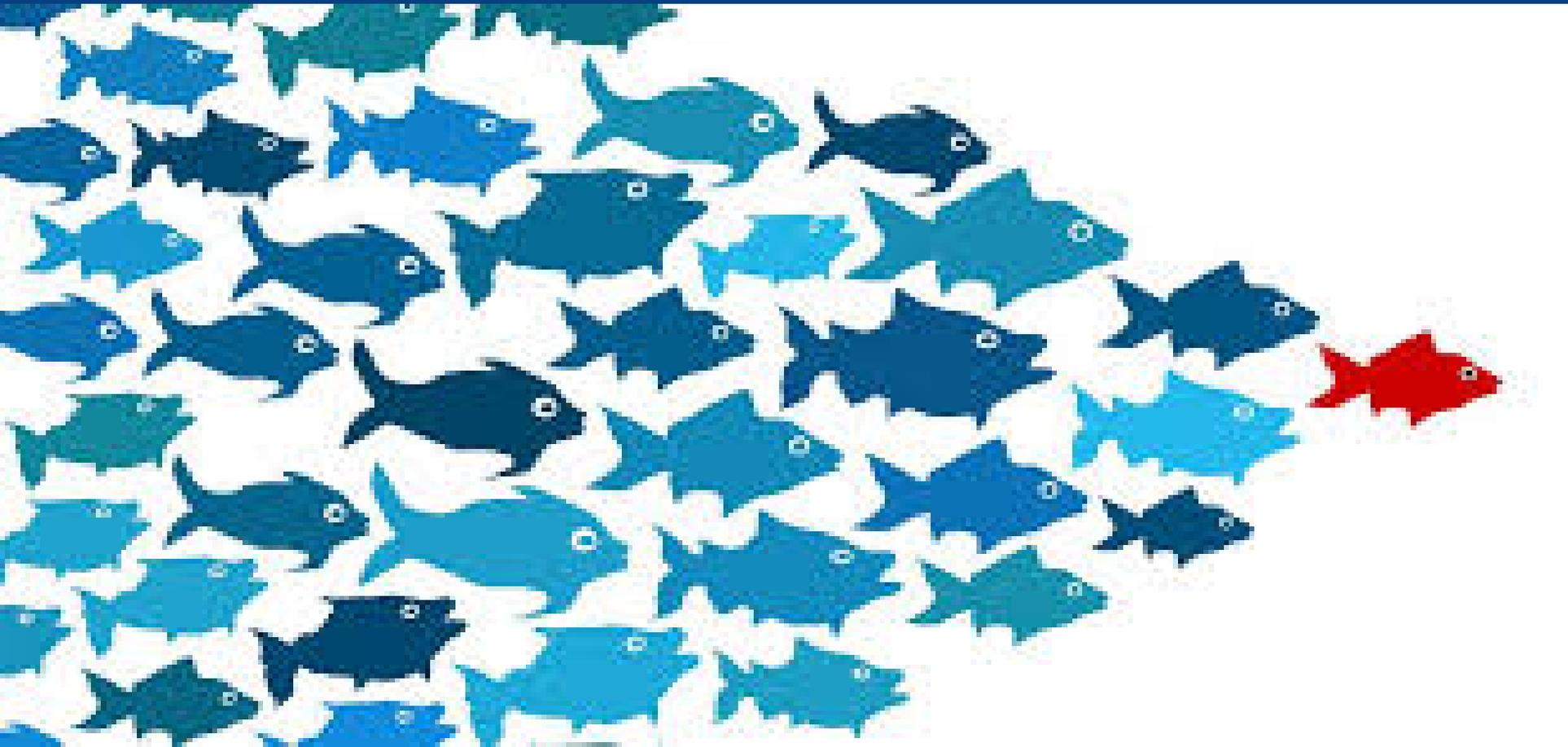
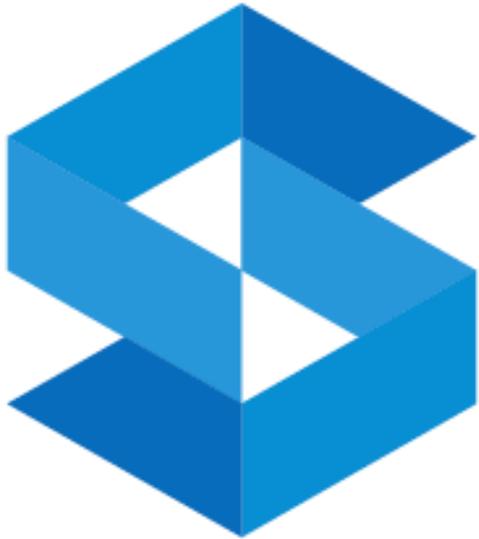


LEADERSHIP

Barbra Batshalom, SPI, CEO

Tamar Warburg, Sasaki, Director of Sustainability





Sustainable Performance Institute

SPI helps companies deliver on their promises of sustainability by providing education, tools, resources, consulting and certification.

SASAKI



Bristol Community College Health and Science Building, Net Zero/LEED Platinum

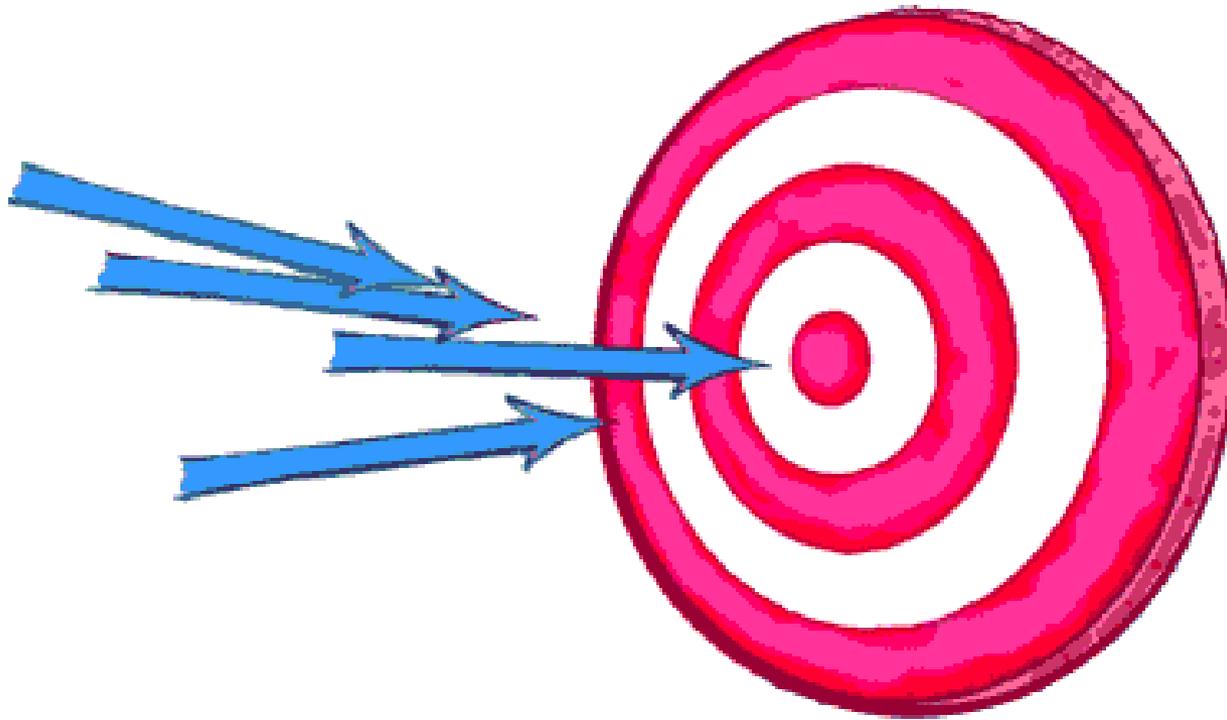
AGENDA

1. Building on your Experience
2. Leadership Behaviors
3. Leadership Styles
4. Discussion



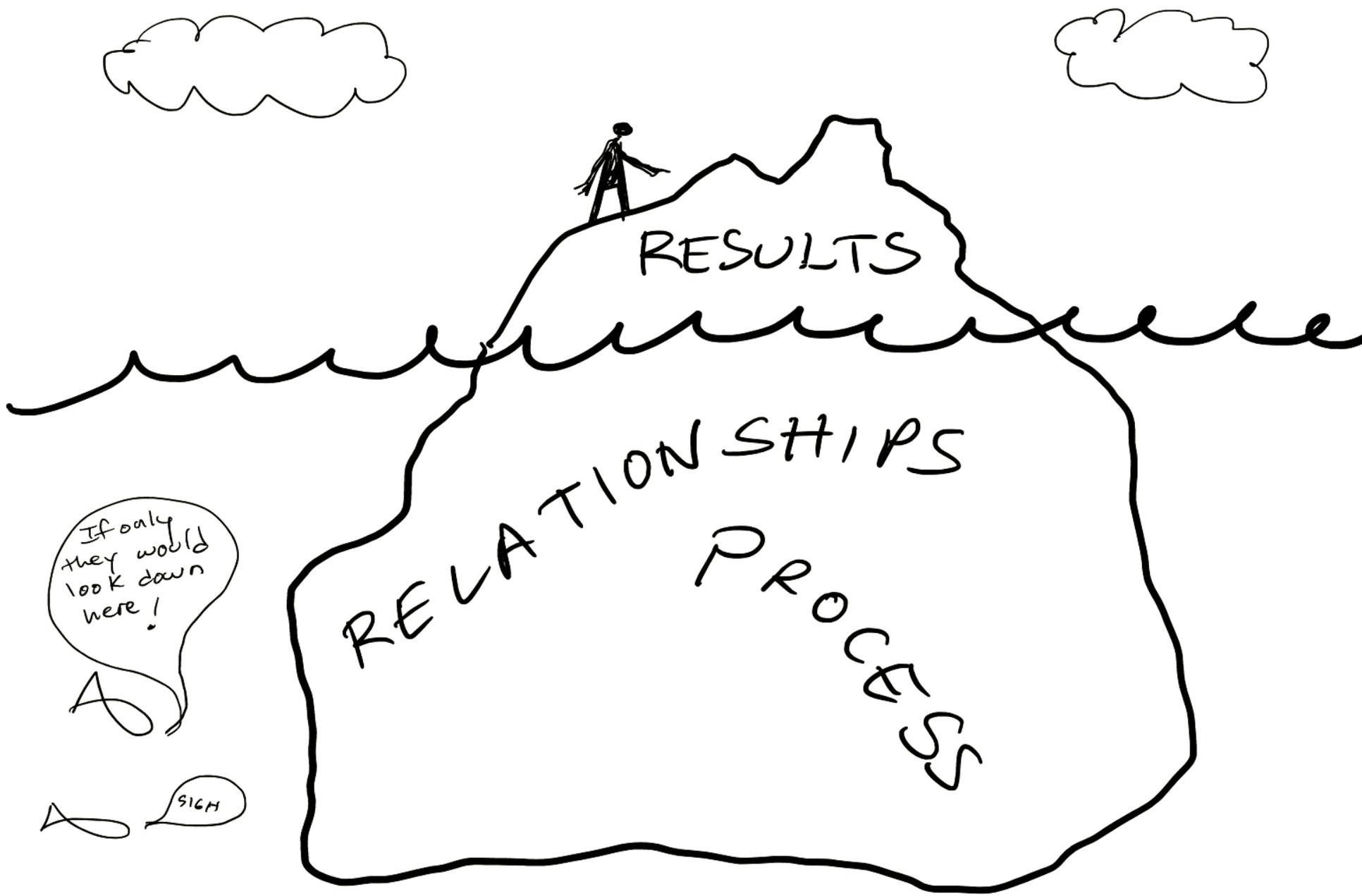
WHY?

CAPABILITY VS. TARGET



2030
Living Building
Net Zero
LEED

Targets: LEED, NZ, LBC, 2030 = “WHAT”
Leadership = “HOW”



BASED ON:
Jonny Goldstein



In pairs:

**Discuss your experiences
working with/under GOOD leaders.**

- What were their characteristics?
- How did people feel working with them?

In pairs:
Discuss your experiences
working with/under BAD leaders.

- What were their characteristics?
- How did people feel working with them?

James Kouzes and Barry Posner

The Five Practices of Exemplary Leadership

Model the way

- Clarify values
- Set the Example

Inspire Shared Vision

- Envision the Future
- Enlist Others

Challenge the Process

- Search for Opportunities
- Experiment and Take Risks

Enable Others to Act

- Foster Collaboration
- Strengthen Others

Encourage the Heart

- Recognize Contributions
- Celebrate Value and Victories

1. MODEL THE WAY

A. Know values (find your voice)

B. Set an example (act on values)

Titles are granted, leadership is earned.

Behavior far outweighs words.

If there is a disconnect between values & behavior, you lose credibility.

You can't impose values. Engage, build and affirm shared values. Find common ground.

Tell stories to share values.

“Be there” in times of uncertainty

Simple, daily acts create progress, build momentum

MODEL WAY

SHARED VISION

PROCESS

ENABLE OTHERS

ENCOURAGE HEART

1. MODEL THE WAY



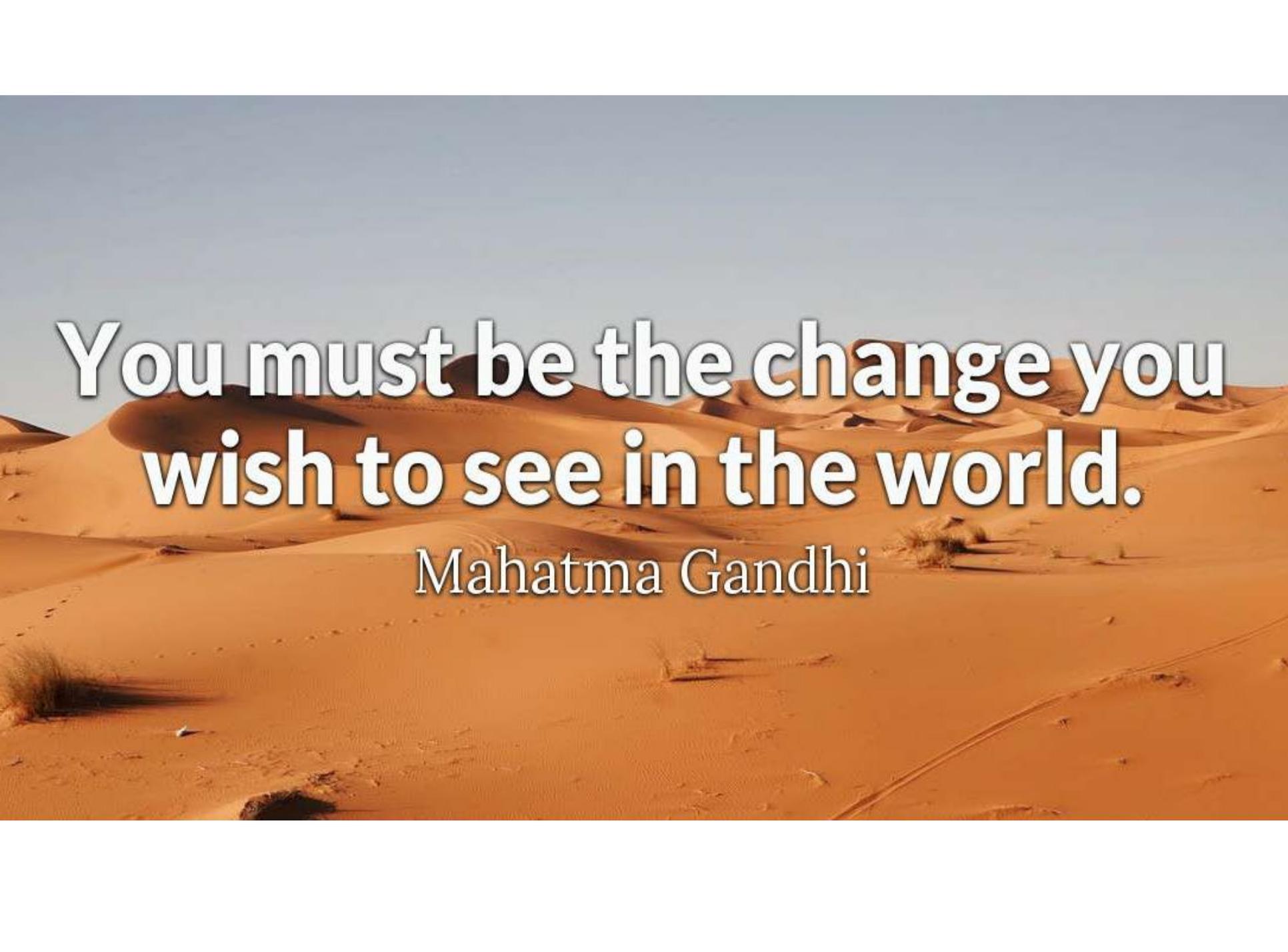
What are your firm's stated values?

How should they manifest?

Where are the disconnects between values and behavior?

Ken Olson said: The culture of organization is determined by the worst behavior tolerated by its leader.

If an alien came to look at just the behavior in the firm, what do you think they would perceive your values to be?

A vast desert landscape with rolling sand dunes under a clear blue sky. The dunes are a warm, golden-brown color, and the sky is a pale, clear blue. The overall scene is serene and expansive.

**You must be the change you
wish to see in the world.**

Mahatma Gandhi

EXERCISE: Model the Way



Take a minute:
Write down your personal values.

How would you characterize them?

EXERCISE: Model the Way



Now:

How do you spend your time, and money?

Discuss in pairs.

2. INSPIRE A SHARED VISION

A. Envision the future

B. Enlist others in that vision

Vision transforms purpose into action

Leaders inspire with a clear image of possibility

Buckminster Fuller said:

“People need to accept a vision as their own.
Speak their language –

They must believe that you understand their
needs. Connect by shared aspirations!”

Moving from Me to We

MODEL WAY

SHARED VISION

PROCESS

ENABLE OTHERS

ENCOURAGE HEART

2. INSPIRE A SHARED VISION

Always lead with the desired “end state” you are trying to achieve.
Including: vision for every project meeting!

Make sure your vision is compelling and excites you. You can't fake it.

NEVER miss an opportunity to reinforce the vision. Every conversation, every communication, every tangible opportunity.

Think BIG!

EXERCISE:

Inspire Shared Vision



Think of an activity (project meeting, family trip, sports event)
Typically we describe activities to the people we lead
in terms of actions or deliverables.

In pairs: Describe your activity in terms of actions / deliverables.
Then go back and describe again but this time in terms of vision.

Coach each other to improve the “vision” description.

3. CHALLENGING THE PROCESS

A. Search for opportunities

B. Experiment and take risks

Innovation = experiment + risk + failure + learning

Leaders are always looking to improve outcomes, but also encourage ideas to come from anyone.

Encourage learning from (early) failure

Change is always a part of leadership

Change can be stressful, so leaders must create a climate in which people are psychologically hardy—in which they feel in charge of change

MODEL WAY

SHARED VISION

PROCESS

ENABLE OTHERS

ENCOURAGE HEART

EXERCISE: Challenges / Opportunities



Imagine you start a project where the design team has a “traditional” mindset.

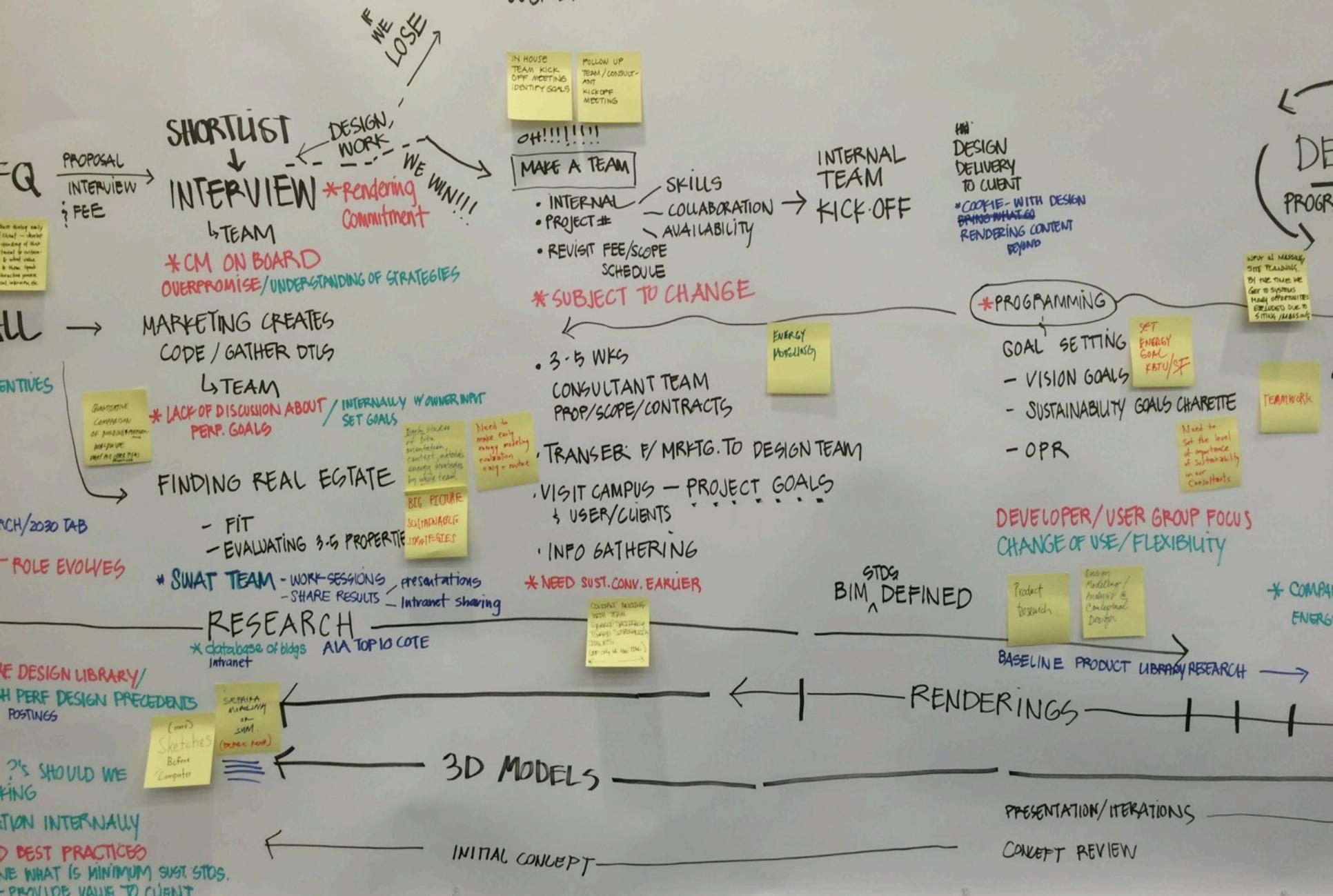
How do you to get people on board with a more integrative design process, or Net-Zero design?

What parts of process do you need to challenge, and how would you describe your vision?

Discuss in pairs.

PRINCIPAL'S DEBRIEF

CONTRACT SIGNED



IN HOUSE TEAM KICK OFF MEETING IDENTIFY GOALS
FOLLOW UP TEAM/CONSULTANT KICKOFF MEETING

OH!!!!!!!
MAKE A TEAM

- INTERNAL
- PROJECT #
- REVISIT FEE/SCOPE SCHEDULE

* SUBJECT TO CHANGE

- 3-5 WKS CONSULTANT TEAM PROP/SCOPE/CONTRACTS

ENERGY MODELING

- TRANSER F/ MRKTG. TO DESIGN TEAM
- VISIT CAMPUS - PROJECT GOALS & USER/CLIENTS
- INFO GATHERING

* NEED SUST. CONV. EARLIER

STDS BIM DEFINED

Product Research
Lesson Modeling/ Analysis @ Conceptual Design

BASELINE PRODUCT LIBRARY RESEARCH

RENDERINGS

3D MODELS

INITIAL CONCEPT

PRESENTATION/ITERATIONS

CONCEPT REVIEW

WHY AT MEASURING SITE PLANNING BY THE TIME WE GET TO SYSTEMS HEADS OPPORTUNITIES EXCLUDED DUE TO SITING / MASSING

TEAMWORK

Need to set the level of importance of sustainability in our consultants

* COMPAN ENERGY

Don't delay early (Client - developer) understanding of their budget for materials & what value to them. (input local line people, local materials, etc)

MARKETING CREATES CODE / GATHER DTLS

QUANTITATIVE COMPARISON OF PROPOSALS - MARKETING

* LACK OF DISCUSSION ABOUT PERP. GOALS / INTERNALLY W/ OWNER/MPRT SET GOALS

Early studies of site orientation, circulation, program, materials, energy strategies by whole team

Need to make early energy evaluation early + routine

BIG PICTURE SUSTAINABLE INVESTMENT

ARCH/2030 TAB

ROLE EVOLVES

DESIGN LIBRARY / HIGH PERFORM DESIGN PRECEDENTS POSTINGS

Sketches Before Computer
SETTING UP LIBRARY OR SIM. (before now)

SHOULD WE BE MAKING

INTERNAL

BEST PRACTICES

WHAT IS MINIMUM SUST. STDS. PROVIDE VALUE TO CLIENT

4. ENABLE OTHERS TO ACT

A. Foster collaboration

B. Strengthen others

Teamwork, trust and empowerment.

“I’ve got your back” allows people to take a risk.

Exemplary leaders make people feel strong, capable, informed, and supported. They use their power in service of others.

When people have more discretion, authority, and information, they have the energy to produce extraordinary results.

MODEL WAY

SHARED VISION

PROCESS

ENABLE OTHERS

ENCOURAGE HEART

5. ENCOURAGE THE HEART

A. Recognize contributions

B. Celebrate values and victories

Struggle is long, hard and frustrating.

Must keep morale up!

Pay attention, offer encouragement: rekindle and focus people's energies.

“We're in this together”

Build strong sense of collective identity and spirit to carry a group through turbulent times.

MODEL WAY

SHARED VISION

PROCESS

ENABLE OTHERS

ENCOURAGE HEART

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LEADERSHIP STYLES

The Six Leadership Styles (Goleman)

1

2

3

4

5

6

LEADER'S MODUS OPERANDI	COMMANDING	VISIONARY	AFFILIATIVE	DEMOCRATIC	PACE SETTING	COACHING
Style In A Phrase	"Do what I tell you"	"Come with me"	"People come first"	"What do you think"	"Do as I do, now"	"Try this"
Underlying Emotional Intelligence Competency	Drive to achieve, initiative self-control	Self-confidence empathy change catalyst	Empathy building relationships communication	Collaboration team leadership communication	Conscientious drive to achieve initiative	Developing others, empathy self-awareness
When Style Works Best	In a crisis, to kick-start a turnaround, with problem staff	When changes require new vision, when clear direction is needed	To heal rifts in a team, to motivate people during stressful times	To build buy-in or consensus, to get input from valuable staff	To get quick results from a highly motivated, competent team	To help improve performance, develop long term strength
Overall Impact On Team	Negative	Most Strongly Positive	Positive	Positive	Negative	Positive

EXERCISE: Leadership Styles



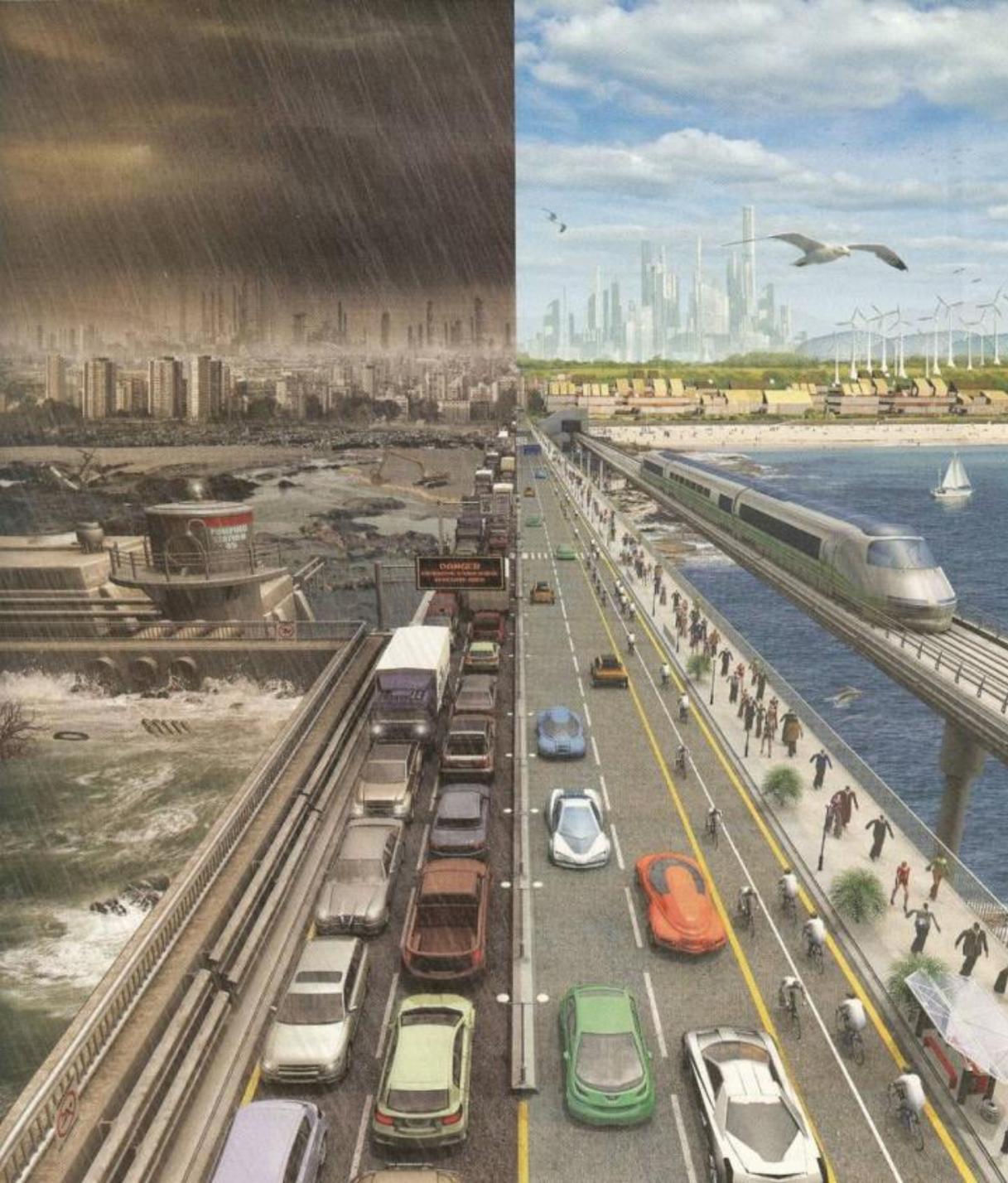
Hypothetical scenario:

You are deep into Design Development.

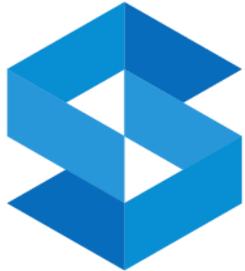
Your client now says: they want to achieve LEED Platinum.

6 volunteers will act out how they would handle this situation – each one will be assigned a specific style.

Your job is to guess which one they are!



Let's be intentional about the future we build



**Sustainable
Performance
Institute**

Barbra Batshalom, Founder and CEO
bb@sustainable-performance.org



Tamar Warburg, Director of Sustainability
twarburg@sasaki.com