

Contents

Foreword to the Second Edition by Thomas Fisher | xi

Preface | xiii

Acknowledgments | xiv

Chapter 1

Practice, Practice, Practice | 1

What It Means to Be a Professional, or the Courage to Be a Misfit | 1

Professionalism and the Public Interest | 4

Professional Through and Through | 8

Linking Design and Practice | 11

For Whom Should You Design? | 20

Are You an Artist or an Architect? | 24

Voodoo and Hearsay | 27

Almost All About IDP, ARE, AIA, NCARB, NAAB, and ACSA | 29

Timing of the Architect Registration Examination | 36

Designing Your Career | 37

Case Study Designing Your Career | 41

Chapter 2

Do the Right Thing | 45

Architects and Ethics | 46

Postscript on Ethical Behavior | 57

Case Study The Fifty-Nine-Story Crisis | 58

Chapter 3

The Firm: Commodity and Delight | 71

Design Firm Typologies | 72

Firm Start-Ups | 76

Two Start-Up Profiles: Young, Digital, and Good | 80

Profiles in Courage: Three Firms		87
Case Study ABC/Prieto Haskell		109
Case Study Analysis A Firm in Search of a New Identity		117
Case Study Rose/Knox Townhouses, or Architects Build Cheap Houses for Themselves		123

Chapter 4 Project Management | 129

Managing the Process Versus Producing the Product		131
Making Group Projects in Studio Work for You		134
Client Relations: Of Timing and Schmoozing		142
Designing Your Time		146
Experimental Drawing—Drawing to Steal		150
The Ultimate Manager: The Role of Wisdom in Louis Kahn's Office		151
Case Study Anne Cahill (A) and (B)		154
Author's Study Analysis Portrait of a Project Manager		161
Case Study Drawing as a Means to Practice		163

Chapter 5 Making a (Financial) Statement | 171

Financial Management Primer		172
Managing the Labor Force		178
Support Staff		179
The Real Meaning of Green Design: Fees and Schedules		184
Conventional Versus Progressive Real Estate Development		191
Case Study Downtown Albuquerque Theater Block		196

Chapter 6 To Market, to Market | 199

Top 10 Rules of Marketing		200
Marketing for Success		202
Selling Architectural Services		211
Top 10 Presentation Skills		212
Top 10 Principles for Design on the Web		216
Case Study Richards Roth Caruso, Inc.		221

Chapter 7

Laws and Order | 227

Thinking Ahead in the Architect-Client Relationship | 227

The Relationship of the Architect and Contractor | 237

Top 10 Legal Implications of Electronic Documents | 244

Case Study Minor Setbacks | 247

Case Study Accounting for Terraces—Dealing with
Unclear Regulations | 251

Chapter 8

Risky Business | 257

Risk Management and Professional Liability Insurance | 257

Negotiating Strategies and Consensus Building | 263

Top 10 Ways to Manage Risk and Prevent Losses | 265

Case Study Capital Architects | 267

Chapter 9

New Modes of Service and Project Delivery | 271

Models for the Architectural Profession | 271

The Emergence of the Virtual Architectural Practice | 278

Computers and Practice: The Digital Guerrilla | 285

Project Delivery Strategy | 288

Keys to Quality: Success Strategies in Design-Build Partnerships | 304

Small-Scale Commercial and Residential Projects | 309

Leading to Project Delivery in Japan | 309

Case Study Digital Practice—Rethinking the Design Process | 313

Chapter 10

Nontraditional Practice | 319

The Maverick Architects: Success in Nontraditional Careers | 319

Choosing Multiple Career Paths | 326

Pursuing a Career in the Academy | 328

Out of the Swamp, or the Evolution of a Career		333
Case Study The Urban Design Jazz Ensemble		336
Case Study An Unusual Consulting Practice—Dyer + Dyer		340
Case Study Unexpected Opportunities of an Urbanist Practice		344

Chapter 11

Social Responsibilities | 349

Architects as Leaders		349
A Situational Team Approach to Mentorship		353
The Potential of Pro Bono Practice		355
Selling Out or Selling Yourself?		359
Building Prose for Building Pros		361
Meeting the Minimums and Missing the Point		366
Case Study Transformational Leadership in Architecture Firms		368
Case Study Green Against the Grain		373
Index		381