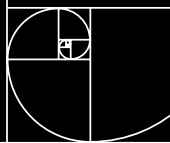


ARCHITECTURE

New York State



Join AIANYS and ASLA New York Upstate Chapter for an Exciting New Convention Experience October 14-16 in Buffalo!

VOLUME THREE ISSUE TWO | FALL 2010

AIA New York State and American Society of Landscape Architects-New York Upstate Chapter have joined together to offer you a one-of-a-kind convention experience! Held in Buffalo October 14-16, 2010, the convention will feature a trade show, continuing education programs, tours of historical landmarks, three keynote sessions and evening social events. This year's convention theme is "creating the fabric of our culture."

landscape architects and creators of the built environment, we have the opportunity to both reflect on the current cultural inclinations and to shape those of the future.

At this year's convention, there will be over 60 continuing education programs to choose from. They are divided into four core learning areas: Building Performance, Design, Leadership and Practice as well as sessions for landscape architects. For the first time, you will have the option of taking 1, 2 or 3 hour programs.

WEDNESDAY, OCTOBER 13, 2010

Once again, for your convenience the registration desk will be open in the Convention Center for check-in, Wednesday, October 13 from 4 PM to 6 PM. You must check-in at the registration desk before your first seminar, as everyone must have a nametag with a bar code in order to enter the classrooms.

THURSDAY, OCTOBER 14, 2010

The Annual Meeting of the Board of Directors and the election of 2011 officers will be Thursday, October 14 at 8:30 AM.

On Thursday the Opening Keynote session will feature a

presentation by Charles Steinert, Former Chairman of the City of Charleston, South Carolina, Board of Architectural Review, titled "A City of Charleston, A Community and Cultural Rebirth."

Also new this year, the 2010 AIANYS Honor Awards will be presented during all three keynote sessions.

AIANYS, AIA Buffalo/Western New York and NYUASLA Buffalo Section will be hosting a party on Thursday evening at the beautiful courtyard of the Ellicott Square Building. The Building, when it opened on May 30, 1896, was considered the largest, finest, and most complete office building in America. All convention attendees are encouraged to join this party to check out the beautiful building and enjoy great food, music and fun!

FRIDAY, OCTOBER 15, 2010

On Friday, October 15, there will be a conversation and exploration of the convention's theme creating the fabric of our culture. The role of architecture and landscape architecture on our culture will be discussed with world renowned architects and landscape architects: Peter Bohlin, FAIA, Bohlin Cywinski Jackson, 2010 AIA National Gold

Medal recipient; Carol Bentel, FAIA, Partner, Bentel and Bentel Architects/Planners, Bruce Fowle, FAIA, FXFOWLE and Jose Alminana, RLA, ASLA, Andropogon Associates. The moderator will be Charles Linn, FAIA, Deputy Editor of Architectural Record.

The Product Showcase will be held on Friday. Check out the latest products and services from both our architecture and landscape architecture vendors all in one place! The Showcase will be held on the same floor as the seminars for easy access. There will be lunch with the exhibitors and the chance to win some amazing prizes.

The AIANYS President's Reception, Dinner and Design Awards Presentation will be held on Friday night at the Hyatt Hotel. George Miller, FAIA, President of AIA National and member of AIA New York will be attending the convention this year! He will be giving some remarks during the dinner.

The ASLA New York Upstate Chapter will also be holding their Annual Awards Banquet on Friday at the Hyatt. Jon Mueller, FASLA, ASLA President will be the featured speaker.



The Thursday Night Party will be held at the Ellicott Square Building (Architect: Charles Atwood D.H. Burnham Company).

As we enter a new decade, we have an opportunity to consider the culture in which we live and the role that architecture plays in creating it. A society's culture is composed of many elements: its arts, sciences, politics, and language are some examples. The built environment is one outward representation of these elements. As architects,

The Art of Leadership Development

By Louis L. Marines, Hon. AIA

In our roles as leaders who are charged with growing others into leadership, we must ask our charges, and ourselves, “Leadership to what end?”

First, we must ask them what they want to do with their lives: what is their life purpose? What values, principles, and commitments are they faithful to? In essence, what really matters to them? From these answers will emerge the life and work strategies, and the moral and ethical compasses they will sorely need in our turbulent world.

These are fear-inducing times in the profession. It is said that about one third of all U.S. jobs lost in this recession are in architecture, construction and real estate finance. The negative tone in news of the general economy and the world—poverty, disease, polluted water, air and soil, corporate corruption—has the potential to make us and the future leaders we are growing, feel powerless, or worse, to think that our work and life will not be able to offer the motivations we need—opportunities to learn, to grow, to contribute to others, to be recognized—in order for our lives to have meaning.

Knowing “What Matters” to each of us is thus very important: we are then reminded that family, friends, neighbors and community are the valuable and constant “strong fortresses of the spirit” we need “when the world is storm-driven and the bad that happens and the worse that threatens are so urgent to shut everything else from view...”

(Edith Hamilton, preface to *The Greek Way*, W.W. Norton, 1930.)

Second, we must ask our emerging leaders whether their emerging leadership skills can be applied in these “fortresses”, beyond the walls of the firm. For example, in our communities—a segment of our society that we can easily touch and affect—ask your emerging leaders what they would like to do to help our neighbors achieve better lives. This enriching capacity, this support for the pursuit and capture of happiness, has always been a unique and special talent, commitment and gift of architects. In difficult times like these, it is easy to forget, and to allow our neighbors to forget, what generous life-enriching talents architects possess.

Architects can be especially gifted at facilitation, collaboration and integration—all skills that MBA programs have just figured out need to be added to their teaching programs. So, in your community, for example, you can give your emerging leaders the gift of supporting them in convening and facilitating an eclectic mix of other community stakeholders to ask such questions as:

“What has happened in this community where we live and work?”

“What should have happened here?”

“What is the nature or genius of this place?”

“What can we do to mend the damages we have done?”

(Credit: Wendell Berry, *What Matters?: Economics for a Renewed Commonwealth*, Counterpoint, 2010.)

One area of exploration, as Architecture for Humanity has

discussed many times, may be removal of the physical barriers that divide your community in spirit as well as in place: elevated highways, storm culvers and other barriers split communities and divert traffic away from local businesses, or make it impossible to reach the other side. The typical American city 50 years ago was alive with foot and bicycle traffic, but today buildings, parks and other nodes of activity are isolated from access by pedestrians, cyclists and railways.

I leave to your dreams what good can come of this investment in your emerging leaders, in your firms, and in your communities. Some will say it has no immediate economic value, and they may be right. But the things that are valuable in work, business, the profession, and in our lives are not all amenable to having a recognizable and immediate price put on them. Some valuable things in our lives cannot be measured—not in dollars, anyway.

In the almost fifty years that I have observed the profession, I have seen this service commitment expressed in good times and in bad. It needs to continue, and there may be no better way than to endow our emerging leaders, and through them our neighbors and communities, and our clients, with the capacity and belief that this concern for the commonwealth is what makes architecture and architects, special and valuable.

During my travels, I have been continually reminded that leadership development is not a recent or Western artifact, but a worldwide tradition with a rich body of historical wisdom.



Returning to the U.S., it is clear that the resurgent economy and the senior transition challenges of many firms make leadership development a current issue once again. Therefore this seems a good time to access the world’s historical store of wisdom and consider how to apply it today. These maxims, collected from a wide range of sources, seem relevant:

1. Leadership Development efforts will be more effective if senior leaders discuss and agree beforehand what they mean by “leadership”, and by “development”, and what the resulting “success” looks like.
2. Before senior executives rush to buy the books, pay the tuitions and hire the consultants and coaches, it is essential to first explore what each executive can and must personally do to grow the future leaders entrusted to them.
3. Some cultures carefully prepare their future leaders from their day of birth. Without such a standard in our society, we hire future leaders whose 25- or 30-year preparation has been somewhat random. Do the young leaders you’re considering have a foundation of values, attitudes and experiences that you want, and will be able to, build upon?
4. While you focus on what you want your future leaders to be, also focus on optimizing who they are today and what they are good at;

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The Art of Leadership Development *continued from page 3*

most are already more talented than their present jobs require, or even allow.

5. We are so focused on making emerging leaders “productive” that we ignore the value and importance of reflective time for contemplation, assessment and planning how to use new leadership learning, as well as for psychic renewal.

6. The most successful leadership development programs recognize that no matter how many groups of students are served by the program, the true focus is on developing the unique leadership abilities of each individual person.

7. Among the most powerful leadership attributes are passion and authenticity, which flourish when individuals are helped to

identify and embrace their true calling in work and life. Mentoring and coaching matter more in this regard than books and classes do.

8. Defining essential leadership knowledge, skills and attributes in terms of today’s practice and business environment may leave future leaders unprepared for the new and different challenges they will surely face. Leadership Development often begins with growing capabilities in future leaders that current senior leaders may not possess.

9. While many firms define and assess leadership potential as it relates to selling and to making money, it’s a mistake to ignore the creative, technical and relationship attributes that make the first two achievements possible.

10. Many firms try to grow entrepreneurial skills in their emerging leaders, forgetting that anyone who is an entrepreneur isn’t likely to be an employee to start with - or won’t be for long without being given the autonomy to grow something.

11. Praise, rewards and other forms of recognition for new leaders run the risk of encouraging behavior designed to get others’ approval - a fruitless result when leadership requires courage in the face of adversity, and a strong moral compass which underpins “doing the right thing”.

12. The greatest challenge facing those who are growing new leaders is not overseeing their development, but supporting and

facilitating their application of new leadership learning on the job and in your community every day.

Louis L. Marines, Hon. AIA, founded the Advanced Management Institute for Architecture and Engineering in 1989. AMI has become the Architecture and Engineering Services Division of FMI Corporation.

Louis consults with professional design firms across North America, and is an active author and speaker. His new book, The Language of Leadership, published by Greenway Publications, explores lessons learned from decades of developing and coaching leaders in the design professions. He was a co-leader of the 2009 research project, AEC Futures Research, which resulted in the development of strategy and scenario tools that meet the unique needs of the design profession.

He is a sought-after business advisor and coach for CEOs, and is the author of hundreds of articles and several books about the design profession. He is the former CEO and Board Member of the American Institute of Architects in Washington, DC.

Louis will be the Saturday Keynote Speaker on October 16th at the AIANYS/ASLA Convention.

AIANYS / ASLA Convention *continued from page 1*

**SATURDAY,
OCTOBER 16,
2010**

On Saturday, October 16, for the for the Closing Keynote session, the Irving P. Marks Memorial Luncheon, author and founder of the Advanced Management Institute, Louis Marines will present “The Language of Leadership.” The 2010 AIANYS Student Awards will also be presented during this session.

REGISTRATION INFORMATION

Registration for the convention is open! Go to the AIANYS website at www.aianys.org to register. You can register for the entire convention online. Early bird registration ends on **September 30, 2010**. Registrations received after this date will be charged an additional

\$50. Online registration will close on **October 8, 2010**. Be sure to print out your schedule online and bring it with you to convention as schedules will not be provided at convention.

PARKING

Guests may park at the Augsperger Parking Ramp, located across the street from the Hyatt Regency Hotel. Parking for overnight guests is at a discounted rate of \$12/day with in and out privileges. Guests may have this charged directly to their folio. Non-overnight guests will be charged .45 per hour, not exceeding \$6.75 a day.

SO DON'T MISS OUT-REGISTER TODAY!

Go to www.aianys.org for all the convention information.

*Sign up to tour the Darwin Martin House
(Architect: Frank Lloyd Wright
Restoration Architect: Hamilton Houston Lowrie)*

