

LEAST IMPACTFUL					
<p>12. Constants, Parameters, Numbers Affects stocks available to a system (number of employees, number of students, number of people entering a field); e.g., subsidies / scholarships, minimum wage</p> <ul style="list-style-type: none"> Financial aid programs for students and licensure candidates. Scholarships for people of color, individuals from underrepresented populations. Programs that are designed to grow interest in the field of architecture and the number of people who participate in: <ul style="list-style-type: none"> - M.Arch programs - B. Arch programs - Community college programs - K-12 architecture activities (ACE, camps) - Efforts to shape the built environment (at any age) - Fields related to architecture (design, art, engineering, construction, science, community development, etc.) Project parameters: <ul style="list-style-type: none"> - RFP requirements for DBE/MBE firms and/or percentage of the firm or staff team who identify as women, Black, Indigenous, people of color, etc. - B3 on public projects - Tax incentives for historic preservation, energy efficiency, and public art Incentives for small business start-up. 	<p>11. Buffers & Stabilizers Relates to potential inflows and outflows. Help keep too much of one thing from happening in the system. Big buffers make the system more stable, small buffers make it more subject to change.</p> <ul style="list-style-type: none"> Winnowing that occurs (both purposeful, and unintentional) during and in the early years after architecture school - buffers against the times when economic fluctuations affect demand for architectural services. <ul style="list-style-type: none"> - Subjective evaluation on students' and emerging professionals' work by a relatively small number of people who are influenced by longstanding culture of profession. This group influences who hold "promise" and who doesn't. - Good GRE scores are required to enter graduate school programs - Critiques that favor "professionalism" and a certain array of skills over others State licensure in MN (education, mentoring, and exam): <ul style="list-style-type: none"> - The term "architect" is for licensed individuals only - Must be mentored by a licensed architect - Must have degree from a NAAB-accredited school of architecture - Performance on licensure exams is tied to resources (family or friends in architecture, time to devote to work and study, dollars for exam equipment and exam fees, etc.) 	<p>10. Structure of Material Stocks & Flows Structure of the system itself; structure of flows, organizations, teams, and processes.</p> <ul style="list-style-type: none"> Generating profits is a driving force for most architecture firms. Structure of ownership, e.g. employee-owned, shareholder, profit-sharing Structure of payment for services; hourly or lump sum model. Hourly model is less flexible, more time pressured, and less time for mentorship. Hierarchical structures of firm management are typical <ul style="list-style-type: none"> - Can provide clarity in authority and accountability, but limit the number of leadership positions - Structure determines how opportunities and responsibilities get assigned Structure of compensation, e.g. pay bands for salaries. Structure of mobility and opportunity within a firm – often highly structured paths from student to emerging professional upward. Structured tracks – project management vs. design (once on a particular track it can be hard to switch tracks) How teams are structured – which roles, competencies, assets and opportunities are assembled. This is particularly relevant in terms of teams that involve MBE firms. The typical structure has been with large, white-led firms in the lead role and MBE firms pushed away from lead design roles and toward community engagement processes (being the face of the project to the public; tokenism). Restructuring teams to have BIPOC-owned firms take the lead holds promise in a context where other firms will struggle to meet higher expectations of BIPOC involvement in project teams. Team structure also holds the opportunity to expand teams to include individuals whose backgrounds are in related fields that are transferable to architecture – project management, community engagement, etc. <ul style="list-style-type: none"> The physical structure/layout of an office or team - where people sit, the nature of their spaces. (Has been dramatically disrupted in the pandemic. New inequities, often paralleled with the hierarchy, are revealed over time.) Structure of resource availability - software and hardware costs and set-up (the same price whether 20 or 80 hours per week); payment over months/years as opposed to one-time costs – constant over time vs. synced with the ups and downs of economic fluctuations common in architecture (small firms cannot weather this as well as large firms) 	<p>9. Delays How much time passes between when a change is made on the system, and when the effect of the change happens. Information received too quickly or too late can cause under- or overcorrection in the system.</p> <ul style="list-style-type: none"> Recent statements of commitment among clients of every sector to hire teams that are diverse in terms of gender and race, creating demand that outpaces the time it takes to create diverse workforce that reflects, or exceeds, that of the general public of a particular geography. Because of the length of delay in attracting young people to the profession, the ability to respond to this increased demand will require not just emphasis on growing the pipeline, but changes to other aspects of the system (telling clients to wait 5-12 years is not going to be an acceptable response to demand; and competition for the same pool of young people who have been underrepresented in other fields has also accelerated dramatically). Typical 12 years of education, training, and passing of exams to become a licensed architect means that if the information about the profession that sparks interest is received too late, it is too expensive or life-altering to change course – especially for people who identify as BIPOC, due to generational wealth disparities (potential undercorrection) - often longer for those who cannot afford to go to graduate school right away, cannot afford to leave the workforce to attend graduate school, those who have (or want to have) children in their 20s or early 30s; Schools of Architecture focused on "licensure upon graduation" aim to reduce this time period. Time between when students contribute to big creative / meaningful projects in the education context and when they typically experience the feeling of having contributed to such projects in the work of the profession can lead to demotivation and "leaving" the profession (potential overcorrection). Lack of regular opportunities to share one's experience as an employee – lack of regular input requests, mentoring, coaching – fear of retaliation, and lack of trust can lead to negative experiences with supervisors or co-workers being shared during exit interviews (after they've already decided to leave), if at all. By the time someone thinks they need to leave a workplace, too much damage in the working relationship has already been done, resulting in potentially overcorrection (leaving the firm) and under-correction (seeing the individual leaving as an anomaly; little impetus to change for the benefit of a former, "disgruntled" employee). Structuring employee or community feedback to be received after an effort/project has already been conceived, rather than having the effort/project emerge from the group, means that there is often under-correction – the input was received too late to have significant influence. The length of time involved for ethics complaints and licensing board censure processes to be filed and the process to be adjudicated leads many to determine it is not worth pursuing; rather than staying with an organization for the duration of such a process in hopes that its results would affect the behavior of individuals / the culture of a firm, individuals determine the delay is too great and leave for another firm or leave the profession, resulting in under-correction. (e.g., "Shitty Architecture Men" Google sheet that was shut down was a response to frustrations around delayed justice, lack of transparency and accountability). 	<p>8. Balancing (Negative) Feedback Loops Involves self-correcting logic: a goal to keep, monitoring element, and response mechanism. Designed to stabilize processes, slow down change to maintain current state; dampen output. Promote stagnation, effective in resisting change. Originate within system.</p> <ul style="list-style-type: none"> Negative comments or non-supportive neutral statements of supervisors and peers that keep men from feeling that they can actually take the full parental leave that the HR policy allows. Rewarding individuals with praise and promotions for working overtime, beyond billable hours or beyond a cap set by a professor, even when leaders have stated that they are committed to a capped (e.g., 40/45 hour) work week. Encouragement to take PTO or to flex one's time without commensurate changes in expectations around work assignments or meeting times to recognize or support this. Stating goals or values and instituting trainings and change initiatives yet not altering the existing performance evaluation systems and measures and methods of determining financial rewards or promotions. Making exceptions from new standards of behavior for individuals who have brought in significant business for the firm or who hold prominent positions, making those new standards hollow. Focusing on intent rather than impact; for example, if behavior runs afoul of new standards yet the person expresses their intent as aligned with the new standards, a manager who excuses that behavior because of good intentions potentially weakens the accountability measures related to those new standards. K-12 students are excited about architecture after engaging in activities with architects, but that enthusiasm is tamped down after teachers, guidance counselors, or family members share their perspectives on the skills needed (science + math + art = architect), after average salary data is shared, after the demographics of the profession are shared (the lack of women and people who identify as BIPOC). Lack of significant or sustained compensation increases following obtaining licensure undercuts the value placed in pursuing licensure and maintains overall low compensation for the field, as compared to other fields that require similar levels of education and licensure. Keeps the number of licensed architects small; to those who are deeply committed to the field as a vocation and/or for whom the level of increase in pay is a less immediate or significant concern; prompts some to change to construction management or other fields in search of higher salaries. Holding onto dollars that are earmarked for payment to small, BIPOC-owned firms who are partnered with large architecture or construction firms in order to gain interest or gain cash flow flexibility undercuts the ability of the small, BIPOC-owned firm to keep current in its financial obligations or to invest in business development, thus reinforcing small firms staying small. 	<p>7. Reinforcing (Positive) Feedback Loops Reinforces a variable: the more it works, the more it gains power to work more. Inherently speeds up processes; amplifies output; creates snowball effect. To create change, slow/pause positive feedback loops, rather than speed up negative feedback loops.</p> <ul style="list-style-type: none"> Individuals who enter the profession having strong family or alma mater ties to supervisors or firm leaders, those who exhibit similar hobbies and interests (e.g., golf, European travel), similar music tastes, similar appreciation of skills (e.g., drawing), who have similar capacity and desires around networking activities (time and constitution to go to bars or drink at the office after work), or simply individuals whom supervisors or leaders see as versions of their younger selves, develop a connection and "halo effect" bias that leads to more opportunities for being chosen for project teams, to those opportunities being seen as going well, and more opportunities provided (success to the successful). This bias tends to currently benefit white men who enter the field, because white men are currently the dominant population in leadership roles. An individual who brings in a new client is rewarded for increasing firm profitability, is put on project in a prominent role, receives bonus at the end of that project, is seen as highly valuable so is retained during recessions. Individuals who aren't well networked with people who have positional power or wealth (due to their own lack of generational wealth or the homogeneous circles of power of influence) are less able to bring in that sort of new client or to set in motion that virtuous cycle. Pro bono projects are sought to boost the profile and positively augment the perception of the firm's brand. Those well-received projects are of interest to the architecture media and lauded with articles and awards. Leads to more paid work for the firm and more pro bono clients being sought by the firm, and by others that want to compete with that firm. Pro bono projects are often smaller than what the firm would otherwise see as profitable, and are taken on even when the nonprofit has some dollars available and there was the opportunity for at least some paid work. Due to scale and scope, this sort of work would otherwise likely have gone to small firms (of which, a much higher percentage are women and BIPOC-owned). The more pro bono is done by more firms, the greater the expectation that firms will do work pro bono, putting pressure on firms of all sizes to do so, even though it is larger, more well-capitalized firms that tend to have the margin to do so while staying in business. Large firms invest in high-quality photography of finished projects. Media outlets are drawn to the images – especially when they don't have to spend their own photography in telling a visually compelling story of the project. Others in the architecture community see how high-quality photography makes a difference in media attention and in client work. The focus of the architecture community and clients is reinforced around the finished product, is not reinforced around the process of architecture or aspects of architecture that are not inherently visual. Priority is reinforced around the aesthetics and viewable aspects of the finished product more than process or non-viewable elements. (This also drives the desire to create visual elements that indicate the "green" nature of sustainable, resilience, regenerative buildings.) Having a woman or person of color on a team is recognized favorably in the remarks of a prospective client and the firm gets the job. That person is then asked to be involved in many more pitches to clients, to the point where they don't have the capacity to engage in a substantive role on each of the projects they are pitching. And the time that person has to devote to design or project management is diminished, due to the time they are spending on business development, leading their career to potentially be undercut due diminished performance and perceived value on the many project teams to which they've been assigned.

				MOST IMPACTFUL	
<p>6. Structure of Information Flows Who has access to what kinds of information; information that informs and shapes opinions and decisions; to create change, it is cheaper and easier to change the structure of information flows than to change the structure of the system.</p>	<p>5. Rules of the System Incentives, punishments, and constraints. Rules are both stated and unstated.</p>	<p>4. Power to change The system's ability to change itself by creating new structures, adding new negative and positive feedback loops, promoting new information flows, or making new rules. Ability to be nimble.</p>	<p>3. Goals Measures of success. Changed goals create the opportunity to review and change all other aspects of the system.</p>	<p>2. Mindsets and Paradigms Thoughts that are the sources of the system. Stated and unstated assumptions and ideas, shared by which many within the system. Can be changed by repeatedly and consistently pointing out anomalies and failures of the current paradigm.</p>	<p>1. Power to Transcend Paradigms Ability to engage multiple perspectives and perceive systems; to let go of our beliefs and notions of how the world should work; recognize the limitations of our understanding.</p>
<ul style="list-style-type: none"> • Types of information related to the culture of the profession include: <ul style="list-style-type: none"> o Financials of the organization o Salaries, salary bands o Project teams o Hours worked o Billable percentages o Demographics of the workforce o Performance metrics for projects o Post-occupancy evaluation data o Employee satisfaction data o Process and criteria for promotions • Degree to which information is kept among those who have positional power or shared widely and in myriad ways with employees and stakeholders. • Who has information first and how quickly it is shared with others, if shared at all. • Who makes meaning of the information before it is shared, or if there is opportunity for collective meaning-making, and therefore opportunities for alternate framing and shared solution development. • The more transparency there is in pay and promotions and the paths to increase and elevation, and the higher the adherence to those stated paths, the greater the likelihood that women, people who identify as BIPOC, and others from marginalized communities will be able to progress in their careers. • Transparency and honesty in stated intentions, goals and assumptions (distinguishing actual from aspirational). For example, if aspirational goals related to EDI are stated, but the top goals remain profitability, that lack of honesty can lead to disillusionment and undercut those aspirational goals. • Information related to disabilities is restricted due to HIPAA compliance. Therefore, recognition and understanding of hidden disabilities requires establishment of trust and confidence that there will be active efforts to identify any bias based on divulged disabilities and when identified, it will be countered appropriately. 	<ul style="list-style-type: none"> • State licensing board rules related to obtaining and retaining licensure. • The AIA Code of Ethics, for AIA members, and the punishments of censure and removal, as determined by the AIA national ethics process. • Rules from governmental entities related to procurement and representation among underrepresented groups (e.g., women, people of color, people with disabilities). • Rules from corporations that no firm/team will be hired to perform a service unless the gender and/or racial diversity within that firm/team meets a certain threshold. • How "professionalism" is defined - by unwritten rules of the culture and overtly (HR manuals, performance evaluation criteria, dress codes, manners of speaking and interacting). • Incentives to bring in business (financial and promotional). • Incentives to please the clients that hire the team, pay the bill and/or are providing work direction. These incentives tend to be stronger than the incentives to please the end users. • More financial incentives and awards are provided to individuals than to teams; there is little financial or recognition incentive related to collaboration. (For example, candidates for FAIA are encouraged to cast their portfolios in terms of individual, rather than team, achievement.) • Pressure to follow unwritten rules of avoiding rather than surfacing conflict. • Stated and unstated rules related who speaks in meetings, who speaks for the organization, that seats and spaces of prominence are reserved for those high in the hierarchy. • Unwritten rules that deference and lack of pushback is expected for those who hold positions of power, who are older, and who have won professional awards and accolades. 	<ul style="list-style-type: none"> • Who holds the power to change what aspects of the system – how much autonomy individuals or teams hold related to process and/or outcomes. Traditional architecture firms (and A/E firms) tend to be more hierarchical than flat, making adaptation more challenging and centering the power to add, change, evolve or self-organize the elements of the system at the top levels of the hierarchy. • Variation in working styles, and a greater degree of autonomy in terms of when and how one works, has flourished in the pandemic. The experience has shown that there is room for flexibility in how one works and not one right way of doing things. • The degree to which the organization can adapt its structure and areas of emphasis to meet the most critical needs of the time, of the market for services (how diversified its portfolio is and how well it can ramp up or wind down elements of that portfolio). • Power tends to be recognized as positional and expert in nature. There is the opportunity to recognize and value additional types of power (relational, experiential) and to allow those types of power to drive change. • The extent to which the broader profession recognizes, lifts up, supports and describes different structures within architecture is a challenge. The box of "traditional" architecture, retaining the culture and definition of architecture that has been dominant, is constraining and reduces resilience. Expanding the definition of an architecture community to include many evolutions and options – moving away from monoculture and embracing diversity – sets the stage for innovation and multiple paths to sustain and grow success in a changing and uncertain future. This requires rejecting the idea of "leaving the profession" when one expands or shifts one's skillset toward work that does not result in a physical building or means that pursuit of licensure is no longer applicable or practical. 	<ul style="list-style-type: none"> • AIA National's driving goals of addressing climate change and systemic racial injustice have impacted: <ul style="list-style-type: none"> - Its strategic plan - Its organizational structure - Criteria revisions for AIA Honor Awards, which has had a cascading effect on Honor Awards at the state level of AIA. • Two major national campaigns with goals driving systems change: <ul style="list-style-type: none"> - Architecture 2030 Challenge (all new buildings and renovations carbon neutral by 2030) - NOMA the 2030 Diversity Challenge for Architecture (to double the number of African American architects by 2030 -- from 2% to 4%) • A goal from a human resource standpoint has long been for architecture to be "merit based". For this goal to be sustained into the future, it needs to be understood as a subjective concept and merit defined in a way that is consistent with the other driving goals of the organization and profession (e.g., a shift of focus from equality to equity). • A longstanding goal has been to indoctrinate new members of the profession through mentorship, based in the history of apprenticeship. This goal could be changed to reflect the idea of two-way mentorship and learning (broadly, not just around young people mentoring older people around technology, modern use of pronouns, social justice movements, etc.). • Both the stated goals of the organization (what is in its strategic plan, its "brand promise") and the goals that may go unarticulated beyond positional leaders which underlie everyday decision-making (may relate more to profit, client satisfaction rates, liability, etc.). • If the goals of a firm are primarily focused on survival, gaining repeat clients, and avoiding liability, the predisposition will be to avoid risks, to avoid change. However, in a broader environment that is undergoing significant change in terms of client priorities and expectations, not taking risks to do things differently may be the riskiest path of all. This doesn't mean abandoning long-standing goals, but opens up the opportunity to add, revise, or reprioritize. 	<p><i>See AIA Minnesota's accompanying document titled: "Mindsets That Accelerate or Hinder an Authentic, Equitable, Collaborative Culture in the Profession of Architecture."</i></p> <p><i>The document identifies an extensive list of mindsets that, based on the Culture Change Initiative research, currently exist within the profession -- mindsets that are dominant and emerging -- as well as some of the fears that underlie these mindsets.</i></p>	<ul style="list-style-type: none"> • Letting go of our fears, recognizing how much we don't actually know. Embracing uncertainty and ambiguity.