

Shifting Our Collective Mindset

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Green Building Conference*

Roadmap

- Welcome, overview
- Transformative projects
 - Case study examples
- Probing for underlying values
 - Sample questions
 - Exercise
- Asking questions in your own work



“Nobody on our team had ever worked on a LEED building, so nobody knew that it couldn’t be done.”

“Sometimes being dumb is not so bad.”

“At the beginning of the project we had a couple hundred green building skeptics, but at the end we had a couple hundred people looking for the next green project.”

– John Alberici, Chairman

Alberici Corporate Headquarters

Highest scoring LEED Platinum Building. Built for \$147/ft².

“It was a career-transforming experience.”

“Virtually everybody ended up doing something that they had never done before, and relied on someone sitting across the table to make it work.”

“Left all of us thirsty for a chance to do it again.”

– Scott Duffy, Architect



Lillis Business School, U of Oregon

Natural ventilation and daylighting. Most popular classrooms on campus.

“Some esoteric chemistry took place with the team’s willingness to explore new solutions without having to know the answers.”



“My life changed – not immediately, but it was a transformative process over time.”

“We established performance criteria, but we didn’t try to tell anyone how to achieve those goals.”

“It became more than a job – it became a personal passion. . . . and this from a career beauroucrat?!?”

- Jim Toothaker, PA DEP

DEP Cambria

First LEED v2.0 Gold Building. Built for \$93/ft² in 2000.

What's Needed for Green & Beyond?

PRODUCTS/TECHNOLOGIES

things and stuff -
technologies and techniques

TOOLS

metrics, benchmarks, modeling programs,
analytical methods for materials and costing

PROCESS

integrated, all parties engaged—
system optimization through iterative analysis

MENTAL MODEL

client, design and building team mindset, attitude and will

Concept by Bill Reed and Barbra Batshalom

Probing for Deeper Reasons/Values

- The five “why”s
- Getting at underlying motivations
- Connecting with values
- Bringing out innate core values that we share

Co-Learning by Asking

- Everyone is a student
- We all learn better by discovering (active learning) than by hearing or reading (passive)
- No one has all the answers

Apply this to the architect - client relationship (all team relationships)

Probing Deeper Exercise

1. Find a partner nearby
2. In each pair, decide who is “A” and who is “B”.
3. A ask B “Why did you come to this conference?”
4. Probe the response, with additional “why?” questions
5. Question to A: “What did you learn from B about why *you* came?”

Sample Questions

- What do we want to foster in our buildings?
- How can architecture inspire and enliven the way we relate to each other?
- How can we become indigenous to our place?
- Can buildings be symbiotic with natural systems?
- How do we inspire the decision-makers?

Exploration

- What are some deeper questions you want to be asking in your projects?
- What is preventing you?
- What would empower you?