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# The Elusive Quality of “Fit”

Using your firm’s culture to screen for great future employees

A Presentation for the AIA Practice  
Management Knowledge Community:

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*Senior Vice President, HOK*

Olle Lundberg  
*CEO, Lundberg Design*



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## The Panel

- **John Mahon**

Senior Vice President, Human Resources: HOK

- **Olle Lundberg**

CEO: Lundberg Design



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## Our Goal

- A way to think about culture
- Architecture firm types
- Two case studies



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# Our Premise

**Fit = shared cultural values**



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# Dimensions of Culture

1. How you do business
2. The role of design
3. Your people



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# 1. How you do business

- Mission
- Target markets and clients
- Operations
- Workplace
- Marketing



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## 2. The Role of Design

- Emphasis
- Reputation



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## 3. Your People

- Personal values
- Norms
- Compensation



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# Dimensions of Culture

<b>How do you do business:</b>						
• Mission						
• Target markets/ clients						
• Operations						
• Workplace						
• Marketing						
<b>Role of Design:</b>						
•Emphasis						
•Reputation						
<b>Your People:</b>						
•Personal Values						
•Norms						
•Compensation						



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**Architecture-as-business**  
**or**  
**Architecture-as-art**



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# Architecture-as-business cultures

- Thought leadership
- Financial success
- Extreme responsiveness



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# Architecture-as-art cultures

- Regional citizen
- Statement making
- Relentless innovation



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Dimensions of Culture	Business Cultures			Art Cultures		
	Thought Leadership	Financial success	Extreme Responsiveness	Regional Citizenry	Statement Making	Relentless Innovation
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