UNDERSTANDING THE ENTERPRISE

Developing as a leader in the field as a small project practitioner, you will need to have a sound understanding of the interplay between client requirements, connected fields and allied/related professions; for example, understanding how information and knowledge contribute to your value, assist in marketing, and developing leadership skills such as strategic visioning and collaboration within your practice. Such knowledge is obtained by keeping abreast of research and trends in a related field(s), understanding the fundamental components and context of this field(s), as well as familiarity with complimentary practices that contribute to the effective practice of architecture.

History and Context | Collateral Research | Trends

HISTORY AND CONTEXT

Familiarity with the fundamental knowledge and information needed to understand the client type, allied or related professions, and professional role. It includes historical perspective, relationships to connected fields, common vocabulary and vernacular jargon.

Key Knowledge Needs

- case study and best practices developed from experiences
- how to gain agility to apply to a wider variety of projects
- how connected fields or allied/related professions influence the built environment
- common vocabulary and vernacular jargon of connected fields and allied/related professions

Job position may influence the importance of a key practice area to professional development. View how your small project practitioner colleagues rate the importance of History and Context.
Relevant Skills/Abilities

Following are the primary skills and abilities associated with *History and Context* for professional activity in Leadership.

**Critical Thinking** skills are needed to synthesize, collect, interpret, conceptualize and apply detailed information using systematic processes and established methodologies.

*Research Methods* require skill with an assortment of data collection tools, systematic processes, and methodologies.

*Data Analysis* uses techniques to synthesize and interpret data and information generated from a variety of research sources.

*Research Assessment and Use* evaluates the credibility of results generated through various types of research and studies for their application to business, project or role.

**Project Management** Oversee, coordinate and supervise planning scheduling and implementation.

*Strategic Alliance and Planning* includes strategies and using strategic plans and models for integrating project delivery.

*Project Operations* organize and plan the use of organizational resources to enhance peak team effectiveness, for development of stakeholder culture, and for team organization throughout project cycle.

*Project Controls* track and manage progress against the project goals for relevant stakeholders.
**Project Delivery** ensures that interdependent project delivery models include representation of all parties, and recognize the roles of owners, contractors, regulatory agencies and others.

**Business Administration** activities create effective office operations and management tasks ranging from executive to administrative functions.

- **Business Planning and Development** use executive functions to achieve organization/firm viability.
- **Marketing** creates strategic market placement and competitive business advantage.

**Communication** uses verbal, non-verbal and visual approaches to effectively exchange information.

- **Written Communications** applies textual media to present balanced and informed messages.
- **Oral Communications** uses the spoken word to inform, persuade, or negotiate successfully.
- **Graphic Communications** include visual elements that effectively present ideas, concepts and content.

**Practice Leadership** inspires and fosters personal and professional growth of others, using the highest ethical standards and integrity.

- **Strategic Visioning** conceptualizes and applies context/setting specific strategies that align with stakeholder goals and values.
- **Collaboration and Teambuilding** inspires and engages stakeholders, fosters individual and team growth and builds community.
- **Values/Ethics** incorporates integrity, diversity, respect and stewardship.
COLLATERAL RESEARCH

Use of market, basic, and applied research to gain a better understanding of how to adapt, adopt and create products, services, and environments that meet client type needs both in proven, as well as new and different ways.

Key Knowledge Needs
- systematically evaluating and developing from experiences
- applied Research analysis tools and techniques
- market research options and applications
- how to educate clients and demonstrate the value of research

Job position may influence the importance of a key practice area to professional development. View how your small project practitioner colleagues rate the importance of Collateral Research.

Importance of Collateral Research

Relevant Skills/Abilities

Following are the primary skills and abilities associated with Collateral Research for professional activity in Leadership.

CRITICAL THINKING skills are needed to synthesize, collect, interpret, conceptualize and apply detailed information using systematic processes and established methodologies. Critical thinking skills include:
Research Methods which require skill with an assortment of data collection tools, systematic processes, and methodologies.
Data Analysis techniques used to synthesize and interpret data and information generated from a variety of research sources.
Research Assessment and Use approaches to evaluate the credibility of results generated through various types of research and studies for their application to business, project or role.

PROJECT MANAGEMENT Oversee, coordinate and supervise planning scheduling and implementation.
Strategic Alliance and Planning includes strategies and using strategic plans and models for integrating project delivery.
Project Operations organize and plan the use of organizational resources to enhance peak team effectiveness, for development of stakeholder culture, and for team organization throughout project cycle.
Project Controls track and manage progress against the project goals for relevant stakeholders.
Project Delivery ensures that interdependent project delivery models include representation of all parties, and recognize the roles of owners, contractors, regulatory agencies and others.

BUSINESS ADMINISTRATION activities that create effective office operations and management tasks ranging from executive to administrative functions.
Business Planning and Development executive functions to achieve organization/firm viability.

COMMUNICATION uses verbal, non-verbal and visual approaches to effectively exchange information.
Written Communications apply textual media to present balanced and informed messages.
Oral Communications using the spoken word to inform, persuade, or negotiate successfully.
Graphic Communications include visual elements that effectively present ideas, concepts and content.

PRACTICE LEADERSHIP inspires and fosters personal and professional growth of others, using the highest ethical standards and integrity.
Strategic Visioning conceptualizes and applies context/setting specific strategies that align with stakeholder goals and values.
Collaboration and Teambuilding inspires and engages stakeholders, fosters individual and team growth and builds community.
Values/Ethics incorporates integrity, diversity, respect and stewardship.
TRENDS

Movements related to a practice area that influence and shape design, and can affect the future direction of design and practice and/or professional role.

Key Knowledge Needs

- short and long range forecasting
- industry, economic, and social trends

Job position may influence the importance of a key practice area to professional development. View how your small project practitioner colleagues rate the importance of Trends.

Relevant Skills/Abilities

Following are the primary skills and abilities associated with Trends for professional activity in Leadership.

**CRITICAL THINKING** skills are needed to synthesize, collect, interpret, conceptualize and apply detailed information using systematic processes and established methodologies. Critical thinking skills include:

- **Research Methods** which require skill with an assortment of data collection tools, systematic processes, and methodologies.
- **Data Analysis** techniques used to synthesize and interpret data and information generated from a variety of research sources.
**Research Assessment and Use** approaches to evaluate the credibility of results generated through various types of research and studies for their application to business, project or role.

**PROJECT MANAGEMENT** Oversee, coordinate and supervise planning scheduling and implementation. Project management skills are grouped around:

- **Strategic Alliance and Planning** strategies and using strategic plans and models for integrating project delivery.
- **Project Delivery** to ensure that interdependent project delivery models include representation of all parties, and recognize the roles of owners, contractors, regulatory agencies and others.

**BUSINESS ADMINISTRATION** activities create effective office operations and management tasks ranging from executive to administrative functions.

- **Business Planning and Development** executive functions to achieve organization/firm viability.
- **Human Resources** determine organization/firm/ project human capital needs and processes and comply with laws and ordinances.
- **Marketing** creates strategic market placement and competitive business advantage.

**COMMUNICATION** uses verbal, non-verbal and visual approaches to effectively exchange information.

- **Written Communications** apply textual media to present balanced and informed messages.
- **Oral Communications** using the spoken word to inform, persuade, or negotiate successfully.
- **Graphic Communications** include visual elements that effectively present ideas, concepts and content.

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