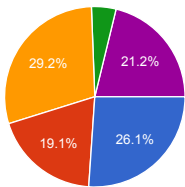


1047 responses

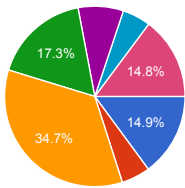
Summary

I'm answering this survey as a current/former practitioner of:



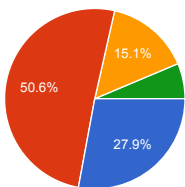
Residential Architecture (single occupancy)	273	26.1%
Residential Architecture (multi-dwelling)	200	19.1%
Commercial Architecture (office buildings, retail, restaurants etc)	306	29.2%
Healthcare Architecture (hospitals, assisted living facilities, doctors offices etc)	46	4.4%
Institutional/Civic Architecture (schools, libraries, town halls, jails, recreation centers, fire/police departments etc)	222	21.2%

I am at this stage in my career:



Still in architecture school	156	14.9%
Former architect	54	5.2%
1 - 5 years work experience	363	34.7%
6 - 10 years work experience	181	17.3%
11 - 15 years work experience	85	8.1%
16 - 20 years work experience	53	5.1%
20+ years work experience	155	14.8%

I am in this position:



Running a firm / my own company	290	27.7%
Working for someone else	526	50.2%
A student	157	15%
I no longer work in this profession	66	6.3%

Which country do you predominantly work in?

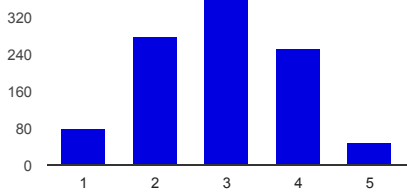
- MExico
- Belarus
- Philippines
- predominantely east-africa
- México
- Uk
- Dubai
- romania
- Nicaragua
- France
- Puerto Rico
- indonesia
- Latvia
- INDIA
- United states
- The Netherlands
- Panama
- DENMARK
- US
- croatia
- UK
- U.S.A.
- ARGENTINA
- Argentina, UK, Uruguay, Sweden
- Mexico
- Canada
- london
- Untied States
- CHILE
- peru
- India, USA
- usa
- bangladesh
- PANAMA
- Perú
- El Salvador
- S
- france
- uruguay
- currently Brazil, previously China, Liberia, Congo, Senegal, Canada
- italy
- hungary
- Brazil, Ecuador, Colombia, Chile, Peru
- uk
- Slovenia
- Macau
- Guatemala
- us
- Costa rica
- Philippines

poland
Egypt
brazil
Canada, Europe, M-East
South Africa
Russia
italy
New Zealand
Unites states
AUSA
Angola
Iran
Taiwan
burkina faso, czech republic, ethiopia
Slovakia
Greece
Thailand
Italy
venezuela
Cyprus
United States of America
Denmark
germany
Kuwait
the Netherlands
china
Pakistan
canada
mexico
belgium
Canada
Montenegro
united states
Scotland
USA
australia
Croatia
philippines
Sweden
Serbia
Estonia
NIGERIA
singapore
Bolivia
argentina
chile
Kenya
Peru
China
CZ
Malta
mex
El Salvador, Central America
The Philippines
MEXICO
hong kong
Belgium
GHANA
uae
Dominican Republic
USA- upper midwest
Portugal
Hong Kong
Kosovo, Macedonia, Albania
Ecuador
Indonesia
Chile
saudi arabiaa
Serbia, EU
Turkey
many
Czech Republic
U.S.
Mozambique
Romania
Usa
US & UK
austria
Looking some good energy to work with
United States
Saudi Arabia
europe
NZ
Paraguay
Ireland
England

- Colombia
- Switzerland
- Malaysia
- india
- South Africa
- no specific
- St.Kitts & Nevis
- Austria
- United States
- USA
- Hungary
- Monterrey, Mexico.
- Argentina
- Poland
- Bulgaria
- Norway
- Germany
- United Arab Emirates
- Costa Rica
- Sri Lanka
- spain
- India
- colombia
- Macedonia
- CHINA
- Jordan
- Moçambique
- Uruguay
- malaysia
- south india
- Brazil
- Venezuela
- México
- Spain
- south africa
- Israel
- israel
- Nepal
- Vietnam
- UAE
- Ethiopia
- Kosovo
- Australia
- Ukraine
- Netherlands
- Britain
- Australia
- Finland
- greece
- Lithuania
- Jamaica
- United Kingdom
- netherlands
- egypt
- sudan
- Singapore
- Botswana
- turkey
- SOUTH AFRICA

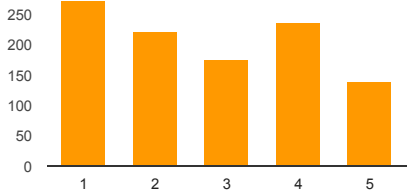
User Research

As an industry I think we are:



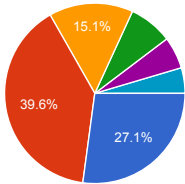
Not very good at understanding the needs and desires of the people we design for:	1	79	7.8%
	2	279	27.4%
	3	358	35.2%
	4	252	24.8%
Extremely good at understanding the needs and desires of the people we design for:	5	50	4.9%

Do you have a formal process for studying the people who will interact with your finished building?



No, we don't:	1	273	26.1%
	2	222	21.2%
	3	175	16.7%
	4	237	22.6%
Yes, and we use it for every single project:	5	140	13.4%

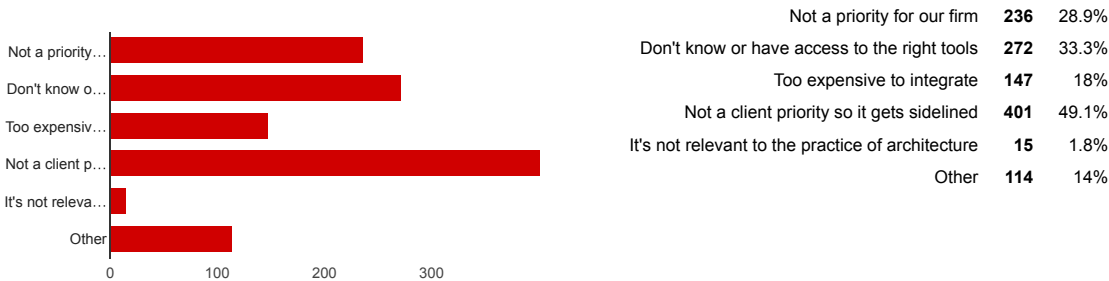
Post Occupancy Evaluation



I/we have never performed a post occupancy evaluation.	284	27.1%
I/we do this, but it is informal and we don't formally capture the findings.	415	39.6%
I/we have a process for doing this but it's not always done.	158	15.1%
I/we have a formal process and we perform 1 (one) post occupancy evaluation on every building we design.	82	7.8%
I/we have a formal process and we perform post occupancy evaluations several times over the lifetime of the building.	60	5.7%
Other	48	4.6%

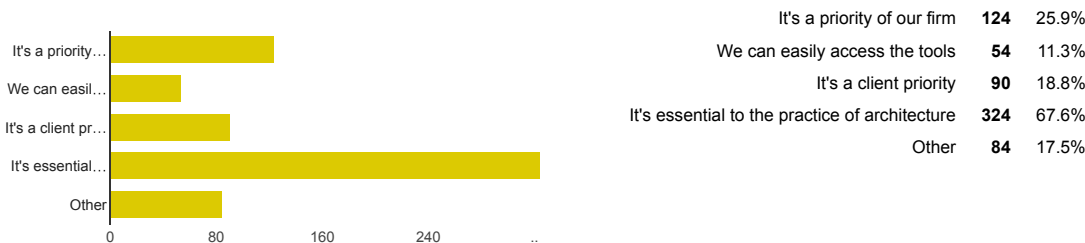
Challenges/Obstacles

For those who never/rarely perform user studies and post occupancy evaluations: why not?



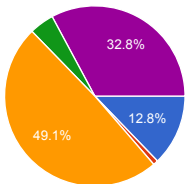
Why we do it

For those that regularly perform in-depth user studies and post occupancy evaluations: why do you do this?



Your toolkit

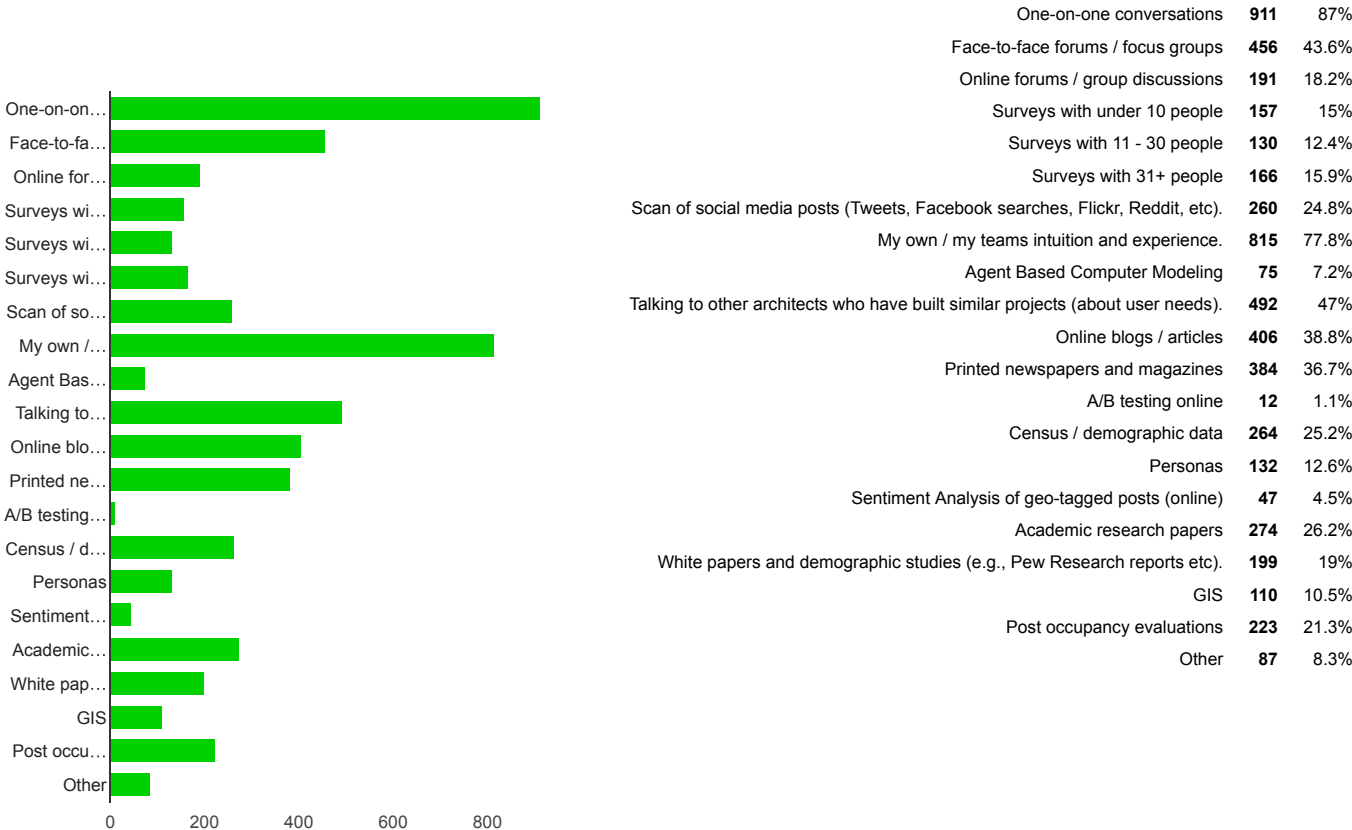
Are you satisfied with the tools/methods that you use to understand the people you are designing for?



I don't use any tools	130	12.8%
Dissatisfied but have no interest in new tools.	9	0.9%
Dissatisfied and want to know more about tools I/we could use.	499	49%
Happy with what we currently use and not interested in any other tools.	45	4.4%
Happy with what we use but would like to know more about other tools I/we could use.	334	32.8%

Specific Techniques and Tools

Help us understand the techniques that you regularly use to understand the people you are designing for:



Who deserves praise?

Which firms / people have a great toolkit that they use to understand the people they design for?

Alejandro Aravena (ELEMENTAL)
dRMM
PVG Arquitectos
Steelcase
I'm really unclear on which firms / people have great tool kits. It seems like Koning Eizenberg may have the right idea in this regard.

well i think those who are working on development and regeneration, have this . As their aim is improving and upgrading , so they have to be aware of the people's need.

Ateliernob - small architecture firm in Lisbon, Portugal.

GSP, HKS, P&W

No one in Tasmania that I know of. As for POE's - a multi million dollar bush walkers hut was built recently. The bushwalkers including myself despise it and have vented in the visitors book- entertaining reading if it wasn't so tragic. The building fails at every level except perhaps the form which photographs quite nicely. I asked the architects if they had read any of the feedback and they said no and that everyone loves the hut. I am now doing a PhD in Architecture and Medicine and teaching at the university. One of my somewhat lofty goals is to influence/ inspire architects to empathise and to care.

RCR Architects Urban Think Tank

Bjarke Ingels. Also a lot of the professional "Architects" like me, who don't have an architecture degree. Im a civil engineer, with biology and psychology background, who has an intrest in architecture.

Skidmore, Owings, & Merrill has a research team with experience in design research, post occupancy evaluations, qualitative & quantitative research. Most recently, they have began to partner with the Center for the Built Environment at UC Berkeley on conducting occupant perception surveys pre and post occupancy.

Steelcase and 360'.

I haven't experienced anything that is worth noting, but then again im only a newbie to the profession

Ideo. Google.

i don't know one firm that outstands the understanding of people in their designs.

I think we shouldn't look at architecture firms as they are not at the forefront of this. I look up to London School of Economics and CB40 and similar organisation to learn how analysis and data gathering/harvesting/generating and processing is done by people that do it for a living.

IDEO (it's not an architecture practice, but as design firm, they are rockin' since the 80s). No architecture firm as a design method so clear and smart than the most of the design firms in the world.

DUS Architects

Good fulton & Farrell Studio 11 Design 5G collaborative Butzer Gardner Architects

ok

Those that have clients who are willing to pay to have the data collected and analyzed.

Not sure. I know its important to my practice. And is important overall to measure energy efficiency to learn how a building is performing.

IDEO

I WORKED WITH A LADY CALLED DIDI CONTRACTOR. SHE DESIGNS INDIVIDUAL MUD HOUSES. SHE TRIES TO UNDERSTAND PEOPLE BEFORE DESIGNING THEIR HOMES.

Joint Center for Urban Design Oxford Brookes

Big firms, big projects, big budgets - and corporate chains who actually get the opportunity to build 3,000 versions of whatever it is they are trying to perfect. Otherwise, the fundamental tool is an open and inquisitive mind. It's not rocket science

B.I.G.

Anna Heringer

MTFA Architecture, Arlington VA Visioning Workshops for religious projects. Gulf Coast Community Design Studio, Biloxi MS Wiencek + Associates Architects + Planners, Washington DC

I have no idea.

IDEO Human-Centered Design Stanford d.school Bootstrap

Rem Koolhaas has this book that taught me a lot that is called Post Occupancy - Domus which analyses not only the design process but the post occupancy dynamics of the buildings (Casa Musica in Oporto, Library of Washington, Netherlands Embassy in Berlin, IIT expansion)

N/A

have not seen one yet

João filgueiras lima, knowing as Lelé

Gensler SHoP

wwm architects

Gensler

I would like to know myself that...

Arq. Jorge Lobos, Chiloé, Chile

Project for Public Spaces, Gehl's Architects

This is usually done by established Architects however larger firms are time/cost conscious and often rely only on prescribed check lists...so there goes the soul !

Bridger Carr Architects

Not aware of any but I believe the end users of the spaces should have a voice

Ritz-Carlton. They invest heavily in understanding the guest experience and are usually industry leaders.

Zimmerman Volk Associates, a market study firm specializing in more subtle distinctions. Also, Avalon Bay Communities did extensive research and testing on their new AVA apartment concept.

none that i know of.

Forums We discuss the issue with fellow profesionales , Architecture students and clients.

University of California at Berkeley deserves praise for including social impact analysis in the very first studio undergraduates in Environmental Design take, and including lots of great courses on techniques to evaluate buildings and social impacts. Claire Cooper Marcus, Randy Hester, Peter Bosselman all taught me a lot! I've worked on single and multifamily homes, schools, universities and churches. Post occupancy evaluation is tough because the architect gets edged out toward end of process and there is never a budget for it. Luckily it isn't that hard to do informally by interviewing users.

Bjarke Ingels Group - BIG

in my country ... no one

IDEO - But not about architecture! Products design. They use Design Thinking which is a great methodoly but they are so successful also because of their drive and company principles.

Enterprise Rose Architectural Fellowship SEED Public Architecture 1% Solution David Baker Michael Pyatok

IDEO, Gensler

Research project

IDEO, TRIZ, Dan Lockton (Requisite Valley)

Ball State University's architecture department is one that highly values the interaction of user and environment. Students are exposed to methods of evaluating such interactions in a series of courses.

Evaluation methods include individual interviews, pollings of large groups, and diagrammed use analysis. I might add that this course sequence is somewhat disparaged among students; yet, I found it of great value. Perhaps I am the anomaly in the system, but I have high expectations from the profession.

Ayers Saint Gross - not sure if they dig down to the individual.

i see real architecture that is responsive to the users come from intuitive architects not the educated ones but there is always someone trying and we can't deny anyone's effort

Not all are straight Architects: DEGW (now Strategy+ AECOM) Gensler IDEO Brightspot Strategy Frog Design, Jan Chipchase Jump Associates Adaptive Path Jan Gehl

none, i can tell you which ones definatively dont meet this criteria

i work primarily as a residential architect. a huge part of that process is finding out how people live and what they like. often what the 'like' isn't how they 'live'. often they don't understand spacial relationships so they think a closet is too big or too small. but all this is besides your larger question. very few large scale clients do actual research on how the user uses the buildings. on public projects like fire stations or schools we will survey the users, but it really just surveys that specific groups quirks. ie. alice, likes to have her filing cabinet on her left, not on the right like everyone else. often architects are intent on building something cool rather than useful to the end user. even more awful is that architects think they can design a space and it will get used as they intended. the fact is that people will use a space as they need it to function and modify as needed. ultimately good architecture doesn't drive behavior but behavior drives good architecture. a big part of the issue comes down to fee. a residential client is happy to pay a realtor 6% of the value of a home just find the one that mostly fits. unfortunately they are only willing to pay a fraction of that for an architect to design a house that 100% fits their needs. this can be extended to larger clients as well. just to comment on calatrava et al, people are buying a signature building for marketing or for their own pride. they should be looking for architects that make functional and attractive and leak 'proof' buildings. lastly, this survey is written from an architects perspective. it is trying to force a use through the form and not trying to get to the crux of the problem. :)

The reason Starbucks can invest in these studies is because they are the owner. Value - where is the value for the architect to do these additional studies? Will they be able to do the next project for the client?

Retail and Service industries do a great job of telling their story and relating it to the needs of their customers more than architects.

Bryan Bell's work with SEEDS Network, BC Workshop out of Dallas, Bancroft School (BNIM and Make it Right) in KC, Estudio Teddy Cruz, Mass Design Group in Boston, Dan Pitera, Tulane City Center, etc.

I believe new generations are changing their minds. We were born with all these new technologies, we are the primary users of internet, and all that is related to it. So, I want to believe we will understand the value of knowing better what do people need. Maybe in ten/twenty years schools will understand the importance of Psychology, os Statistics, of new technologies. As of today, we are still learning how Le Corbu did his magic. But this is not a problem exclusive to Architecture. This happens in every single stage of education, and in almost every profession. Look at politics: we are still in the 1950's... Society changes very fast, and we (as individuals) cannot follow the rhythm. It's a matter of time, but I'm sure it will come, sooner or later. And, in the midtime, I will be trying to understand all this new world we live in, I will try to understand how to make the best architecture for society, for people. I'm optimistic, I still believe in Architecture

Y.B Mangunwijaya

Public interest design offices (usally non-profit) eg: Gulf Coast Community Design Studio, bcWORKSHOP,

Aware Collective - Architecture for development

Heren 5 Architecten, Sergison Bates

Transolar

I am not familiar with anyone who does it in my country, we had some lectures at the faculty only.

Architecture for Humanity

Really....

GB Building Solutions UK

Typically, the smaller the firm, the better they are at understanding the client's needs.

No conozco alguna empresa que utilice herramientas para entender al usuario

You tell me if there is a single architect with not enough ego or greed to really care about the people

Although I love some of Zaha Hadid's designs, I think she is one of the worst candidates. On the other hand, I think Norman Foster is a respectable candidate (with the exception of the sage which I am not 100% impressed with). The Gurkin is aesthetically pleasing which allows London to be an attractive city to wealthy foreigners, it is practical (symmetrical), it's purpose is immediately recognisable upon visiting. Likewise, London city hall is also aesthetically pleasing (although windows could do with a clean or replace), has the ability to be used by wheel chair users, and as far as I know, preforms the function it was set out to do. In summary, Norman Foster

Peter Zumthor Renzo Piano

Sasa Works Dow Jones Ash Sakula Burd Haward

<http://projects.msa.ac.uk/content/notcontent2011/msap-book.html> <http://www.msa.ac.uk/atelier/msap/> MUF Architects, London AAA, Paris Public Works, UK 00://, UK URBED, Manchester, UK

We, as Architects spend too much time praising others in our profession, usually for the wrong reasons...I have no desire to go down that road. The true practitioners are the ones who work hard every day and are rarely noticed or even seeking recognition.

NBBJ for health care -- they have nurses on staff and who are involved in programming Gehry Partners for cultural facilities Gensler for commercial office space and retail

Architects, check the AIA awards, that's a good place to start.

Interior Architects focuses heavily on strategic workplace design & integration.

BIG , OMA

OMA

WHR Architects

interiors firms like HKS and Gensler

Ecosistema Urbano, Madrid, Spain

Architecture for Humanity

BJARKE INGELS GROUP. REM KOOLHAAS.

mauricio rocha architects / mexico city

FM estudio de arquitectura

IDEO, FROG, and others

Stantec GBBN HDR Pebble Project

None in Romania

Not normally discusses, would be good to know good examples

Vo thong ghia architects

Dont know, none I have heard of in London, UK

Alison Kwok at the University of Oregon has done fantastic work in post-occupant studies. Also Fergus Garber Young did a fairly extensive post-occupancy user survey that the info was looked at to improve the firm's design process.

I live in Tallahassee, FL, and as a community we have several people-friendly, small (right-sized) architectural firms here. I think the firms here all apply a soft and personable touch.

am not as aware as I should be of what others do in this regard

BNKR <http://www.bunkerarquitectura.com/>

Studio Tilt (London) JTP (London) community planning events & user focus groups etc.

I dont know any

Heatherwick studios

PageSoutherlandPage - Strategic Consulting Group

Jeanne Gang, Gehl Architects

Maybe O+A Design in the Bay Area?

I think in universities its possible to teach such methods to future architects (hire me)

Don't know

Why the focus on nationally recognizable firms/people? In my experience, the designers who best understand their clients are the local/niche groups who enjoy great respect and success but will never appear in a magazine.

None consistently that I am aware of. I would like to know of or have recommendations of firms that do this so I can contact them and try to incorporate some of their best business practices.

International Living Future Insitution! (ILFI!

Locus Architects, Minneapolis, MN USA

Utile in Boston

not sure...none come to mind

Enrique Penalosa, the former major of Bogota, Columbia. Designing the sustainable cities: <http://www.youtube.com/watch?v=IjhMQM8eaVY> he refers to your mentioned Jan Gehl.

i dont know yet .. may be i dont have that connection to know

i worked for a firm in auroville, india. the lady i worked with - has an amazing approach to architecture. she designs amazing spaces - they look good - they perform well - and most important of all , there is this art of using the least material and making the best out of it. tht is wht i learnt from that firm. and that forms the basis of sustainability. i think, most architects today, just want to fir it ! and make fancy elegant glass facaded buildings. it is a wrong practice. but at the end of the day, one has to survive. and get ahead in the competition. and, its not only the architect - the clients are equally responsible.

Gensler Interior design firms

No idea, but if they are recruiting I'd love to know about them! Actually Urbed do this to an extent, but they are not architects. More facilitators.

Bjarke Ingels

People designing eco architecture in eg. Africa or India; avoiding high costs they try to fulfil the basic needs of people.

MAURICIO ROCHA

Legorreta, Barragan, Frank Ghery. Kalach (:

I have not seen one yet in this country

WRT Design: Many times when working with institutions they did the Post Occupancy. Surveys of users and owners helped to understand the best practices. Kling - specifics within the health care projects.

Sarah Susanka, author of The Not So Big House book series

I try to share some of my own experiences...I studied architecture and I wanted to be like Calatrava one day! I wanted to create masterpieces! but I was lucky kind of, 3 years ago I started studying urban design to get a Masters. During that period I found out how short-sighted I was and how selfish! Architects are the admirer of their works and they cannot count ordinary people in! yeap...this is the truth! I try to get more information of other areas of knowledge and I guess this is a good way to improve...moreover this would help me interact with the users (the most important part of my design) more. :)

Dont know! But I would really enjoy if you have a list, or a webpage that share this kind of information.

Cannon Design's Third Teacher is great. They lift much from Edutopia//IDEO/Acumen, but have been able to tweak it to their own needs and brand it as a billable component.

BIG JSD

At my college, we DEFINE architecture as something FOR ITS USERS. We are taught that it is the people that make the place and all of our design classes have always revolved around this.

I think many great firms engage in a variety of means toward understanding the populations that will use their buildings. In many ways this movement has gained considerable steam over the last 10 years and generally has been integrated into most practices to some degree. Many of the issues that keep more of this from happening or minimize it's impact is that: 1) gaining credible information is difficult from large populations (findings are swayed by the questions being asked). 2) architects have to respond to a variety of populations with competing desires and impact on decision-making in a project (cost, maintenance, constructibility, program needs, city codes, etc.). 3) architecture as a profession is extremely strapped in terms of both fees and in terms of criteria to respond to...this type of information gathering and analysis takes considerable man-hours not usually available to most projects and is usually part of the owner's responsibility rather than the architect's. 4) as this type of information gathering is difficult to undertake (what does a round table really mean to people? except that starbuck's probably asked them if it made them think of a cafe in italy.....in a different context the response may be different) and architects are not specifically trained to undertake at a deep level such as what you are looking for (and shouldn't be...there are plenty of other things they are responsible for)...this type of programming information is really a consultant level input rather than a basis for most practices. Let me know if you have found otherwise.

MVRDV firm, Marcio Kogan, Isay Weinfeld

Sanjay Prakash Architects, New Delhi Space-Design Consultants, Vinod-Gupta Architects

IDK?

SHoP Architects, but mostly clients in the tech industry. they approach architecture like they do their products and force their architects to see the project similarly. see zappos and las vegas.

Near to me, a local firm who calls themselves AGRAZ ARchitects!

<http://www.usinactah.org.br/>

unfortunately the architect is not the end all be all as discribed in your article. the architect is hired to implement a vision of a client that has time and money constraints or goals. the practice of architecture is an art and a noble one that when done well enhances the spirit of man. it is also a business and that business must meet its financial obligations to both clients as well as employees. anybody remember a well regarded practice TAC? Gone.

Lautaro Ojeda

Gensler and Perkins+Will appear to be leaders in this area.

Don't know. Would be interested to know for role modeling.

I like how BIG architects design. I think they hit close to the needs of the people and place while also creating a tasteful structure. One of their best tools however is the research translation, their firm has a way of diagrams that show the general concept and reason behind their design, in which many has priority considerations for the people

IDEO, Steelcase, Frog Design

Mauricio Rocha, Arturo Ortiz

Gehl architects

I think there are many local firms around the nation that design exactly the way your article described. I think your point of view is misconstrued and outdated. I think this is an ignorant position and a more in-depth look at the profession will tell you that not every architect, quite frankly, most take a phenomenological approach to architecture. Well known architects like Santiago Calatrava maybe an anomaly, but there are hundreds of firms that do good work for every 'starchitect'. Furthermore, architects are the ones who designed all these starbucks... And another note, who says people know what's good for them; that's why you hire an architect.

Kieran Timberlake does some great work with post occupancy sensors (that they've largely developed themselves) but even these are more on the technical side; sensors you plant in walls to record temperature and moisture, that sort of thing.

jan gehl

arquitectura interactiva sa de cv

Building use studies (BUS) UK

Northworks Architects Gibbons Fortman

Not aware

HOK, Gensler

Jorge Mario Jauregui (BRA) Antonio Verissimo (BRA) Zaida Muxí (SPAIN) Josep Montaner (SPAIN) Olga Lucia Ceballos (COL) Teolinda Bolivar (VZLA)

oma

HDR, HKS, Gensler, also schools like Georgia tech, Clemson, and Texas a&m have program that are specifically involved in furthering the data and information that is available to architects and designers.

IDEO Mass Design Group

You mean besides IDEO? IDUNNO.

I don't really know a firm that does

The Actual Problem in construction is the biling cost

Herb Schaal, FASLA, a Children's Landscape Architect. I invited to Columbia, my home town. He took a look at a 300 acre farm in the center of Columbia. Columbia is the most successful new community in the universe. With the work I have done relating to people with the same attitude, it is on a National Level with Congressman Elijah Cummings, a national champion spokesperson for serving children in the future. I have all of the political support, I have the expertise and experience to move forward I am looking forward to it's beginning very soon.

s.

BIG MVRDV

Malta University of Architecture - They teach this to all of their students

Do some research into Gensler's WPA survey, and their design process that centers around client needs first.

Dialog

Apple, Starbucks, Nokia, other cell phone manuf, maybe even Microsoft

good firms

tan tjiang ay

Urbed, Manchester, UK

Gehl Architects Christopher Alexander Flores & Prats

Hester Street Collaborative (full disclosure where I work) is a community design organization in New York City, we don't design for people, we try to make the design and planning processes accessible, and engaging throughout the duration of those processes to ensure a better end result. Our mission is to empower socially and economically underserved communities throughout New York City to create better neighborhood parks, schools, and public spaces. In that way we are a facilitator between designers, city agencies, and community members. Some design firms that we have worked with that have developed best practices for engaging with people in their work: WXY Architecture and Urban Design Interboro Partners dlandstudio landscape architecture and Rebuild by Design is an exciting initiative that is engaging people at the forefront of Post-Sandy recovery.

I wish I knew!

I was running for a position in philadelphia's Parks and Recreation Department when I met the S in KSK Architects and Historians. He spoke with such wisdom and care for the inhabitants of the City of Brotherly Love. I think that Kise Straw and Kolodner Architects and Historians would be a wonderful and fulfilling firm to work for. I felt the same way as the writer of this article while I was still in school. I was left at when I talked about feelings; how in Architectural Engineering we learned about temperature and new technologies that sense temperature changes and adjust fender ration accordingly. Well, depending on what I ate or how my coworker feels, 71 degrees means two completely different things to us.

Michael Maltzan Architecture Kere Architecture (Francis Kere) Elemental (Alejandro Aravena) Rural Studio @ Auburn University WXY Architecture [see firehouse]

Margi Nothard, Glavovic Studio, Fort Lauderdale Florida

IDEO and Frog. I haven't seen any U.S. architecture firms doing really great in this area.

Fife Council, Scotland

Landscape architects and urban planners

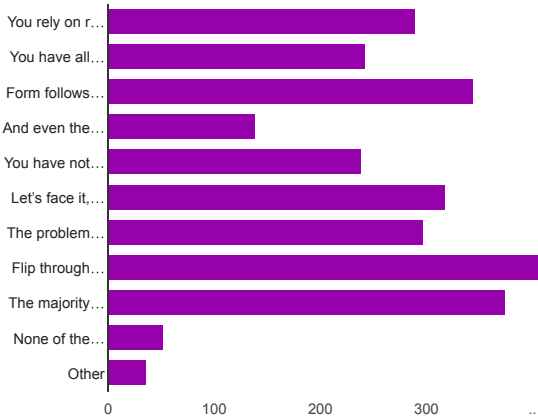
BIG

Patrick Bouchain (french architect) : sent a member of his team spent one year in a house in a very old neighborhood to know how they can improve the houses for a very small budget. But every inhabitant wanted something different, so instead of doing 1 project for 30 houses, they did 30 projects.

Alvar Aalto focused on the humanistic. Peter Zumthor is known for designing incredibly sensual spaces. Michael Speaks asked students at UK to let go of form and try to help solve local economic industry problems through re-imagining how that industry could shift. Many schools have shifted to a focus on Public Interest Design Bryan Bell at DesignCorps pushes his students to become very engaged with the people and place they design for. They do this by using surveys, going door to door, and are very immersed in the community they build for. The list is long. I think that your suggestion that architects don't care about people is naive, superficial, and a tad bit aggravating (maybe this last part was your intention...if so, kudos...it's working). Most architects enter the profession because they want to make things better, and very few are actually concerned with making the cool shapes you mention in your blog post. If you didn't get this in your school and professional experience....sorry?

About the Article

What parts of the article (if any) resonated with you



You rely on rules of thumb and pattern books, but you rarely do in-depth ethnographic research.	289	33.8%
You have all these new tools at your fingertips. New tools that I don't see you using and quite a few old techniques that you could get a lot better at.	242	28.3%
Form follows feeling.	344	40.2%
And even then, I would have to assume that these architects employ old school methods of observation with limited sample sizes.	139	16.3%
You have not, it seems, embraced the opportunities that the Internet has given to us.	239	28%
Let's face it, most commercial buildings, hospitals, and police stations are underwhelming.	318	37.2%
The problem is that architects seem to pray at the feet of the latest hyped-up formal language.	297	34.7%
Flip through an architectural magazine today. Find any people in the photographs? I didn't think so. Find plenty of pictures that worship obscure angles and the place where two materials meet? You betcha.	405	47.4%
The majority of you never perform post occupancy evaluations! (That one I can't get over).	374	43.7%
None of the above	52	6.1%
Other	36	4.2%

Add your own comment

Anything else you want to add?

Architects don't just lack understanding of people, they lack understanding of time and natural phenomena. This is why Landscape Architecture has continued to involve, innovate, and improve while ordinary building Architecture has stagnated.

I think your survey will not really be valid - you have not given many options in all your questions, and you are looking too hard for the answer you want to have. I have worked in several firms following my graduation. I have work on projects that are touching all the variety of building types you have listed - so what do I answer? The year I completed my registration, as a registered architect I went to Europe to complete a master and started working after that on development issues. I worked in several countries, and I have always worked as a an architect, either for a International NGO or for International organizations - the UN, the World Bank. I have thought architecture in various Universities and published scholarly articles. How does this fit in your survey? what do you qualify as years of experience? You need to be more thorough and think outside of the scope of your narrow questions to have meaningful results otherwise the survey is not worth much.

Wow. This is quite a rant from someone who spent so little time in the field. Because the role of the architect in the built environment is so important in culture and society, you had an opportunity to make real change in the world by staying in the profession rather than running from it. You may get a lot of hits on this 15-second article, but making a difference in the field could have left a lasting impression.

In addition to post occupancy surveys I think project specific user research prior to the design phase can be a lot better. I also think architecture as a profession, vainly and naively, has its head stuck in the arts and philosophy while its body is stuck in a global industrial capitalist system - a bad situation to find oneself in.

As a process of pre-design we (and most architects I know) partake in a lengthy programming process that goes deeply into the needs and wishes of our clients and their users. These conversations will even get personal at times which is always necessary to get to the genesis of their needs. Because what works for XYZ, Inc down the street or what they see in a magazine may not work for them. First time clients do not really know what they need or want, which we will attempt to anticipate and consult based on our experience with the typology. Our 1yr post occupancy interviews will usually include emphatic 'thank yous' from clients who initially did not feel they needed another Copy Room, Staff Kitchen or allow for 20% growth. Clients who have what they want already laid out, and decline our suggestions are generally not happy or are frustrated at the post occupancy interview.

The process of architecture here in Mexico is sometimes a bit hard, most of it because there is a rampant corruption in all levels of government (including of course the public works offices, and licensing) so you have to know how to handle times, how to make the project work, and sometimes i think architects just dont put in the time needed to develop a great project cause they are taking more than a month to get a license for a house, and sometimes years for buildings. In a corporate building we went 3 years asking for a license (they wanted money, of course) and since we were not going to be a part of that, they made the process as long as they could.

Very interesting position. I'm trying to work out why I don't do it. One problem is the client. The client is the dominant person to approve, but doesn't usually see beyond a narrow return on investment. I don't really know who to consult other than a person building for his/her own use, usually a home. I was refused permission once for post occupancy evaluation as being subversive . Now that we are going green a clear mandate for post occupancy evaluation is beginning and user satisfaction becoming a legitimate concern.

The practice in our country is too poor. The education and training ain't enough to suffice for the demands of the clients. Likewise, most clients don't really appreciate spending a few extra money for the art such that we fall succumbed to a technology used for centuries, never able to embrace the new technology we can practice upon.

This article really seems to blanket the architectural profession. While there may be budget to do this type of end user research on high profile / large budge projects, most of us working in the more mundane projects have no time or budget for this sort of thing. Further, my clients typically do not want to pay for us to do this research. If anything, they will do it themselves and share their findings. It's already a fairly undervalued profession and these type of articles really do not help. Find another profession where similar amount of training is required and the pay scale is so low. If we could find a way to raise billable rates and and/or project fees we could start to address other service issues.

Mostly of our work is DUIS, wich means Sustainable - Integrated Urban Development. We always work to get the Naggar Certification (A Spanish company for Sustainable Architecture). Our goal is to make sure the cities actually WORK for the needs of the people. But of course, it would be really great to know more tools to improve the work. I really loved the article! Thanks!

I appreciate you perspective and conviction about this topic, however I feel like you are coming at this from an ill informed point of view and haven't necessarily done your research before writing this piece. I would encourage you to look into firms like HKS, Gensler and HDR to better understand what they are doing to understand the people who use the spaces that they create. I personally have a degree in both psychology and architecture and experience in research and design. And I am not the only one. The industry as a whole is learning the values of big data as a tool for designing better spaces. If you want it think your input is valuable to the industry and would enjoy discussing this further with you. Feel free to contact me if you really are interested in this topic.

sometimes thinking in a big scale is too much you might not check the other small details

We are too busy trying to make beauty that we forget about utility. We often forget about the user and we focus on our on ego.

Well ... building something that has the same customer and the same formula is somewhat easy. Spending money in a multi-venue store is common practice. Btw Starbucks in not a person, so there were architects involved i'm sure. There would be nothing better then to spend 3 months investigating the user, and also all the data for the project before conceptualization just find me that company and i'm there.

I would agree that there are an awful lot of projects recognized and written up in professional magazines that are stark or unusable configurations for the intended use. We really need more information on actual interaction of the client with the end product to really give a project a valid and accurate evaluation.

Good point. I am taking it to heart personally.

I have noticed a sudden surge recently of interest in ethnographic design over the last 4 months. Lance Hosey from RTKL recently spoke about these issues at TEDCity2.0 (his talk is at the end of session 2: <http://new.livestream.com/tedx/cityenglish>) and Nikos Salingaros who has been researching the topic of fractal geometry in relationship to human experience and is publishing one of his books on Archdaily. In the firm I work at, discussions about ethnographic design frequently come up as we use famous quotes in our presentations like "having a view to the outdoors improves hospital healing team", perform post-occupancy energy evaluations, and create user surveys but I feel like we have not grasped is the "why." Why does this building report a 42% increase in efficiency? What element of the design contributed to this increase? Is it the stark white interiors, the access to daylight, or the new software upgrade? There is also the challenge of having the right tools. Our firm has used MindMixer, an online survey platform, with great success and less impressive results. I would also argue that giving a survey is not always the silver bullet solution. I believe the quote from Henry Ford when asked about user input for the automobile he said something along the lines of "If I had asked people what they wanted, they would have said faster horses." I think is this why architecture needs to dive into the research side of the human experience, similar to how IDEO develops its products. I have noticed when I bring up these issues on forum/LinkedIn discussion boards, I do receive a bit of backlash more along the lines of "we are a creative art and you cannot put facts to design." You can apply facts to creative arts and Malcolm Gladwell's article "The Formula" (http://www.newyorker.com/archive/2006/10/16/061016fa_fact6) does hint that there are finite rules to good music and movies. Why should the same not be applied to design and architecture?

Successful architecture, in my view, is not the amalgamation of pre-conceived notions or ideas, but the true reflection of the way clients wish to use the space and be comfortable within it.

At least for me, I do not fit neatly into any of the categories your survey has delineated. I am an unlicensed designer / fabricator / educator / entrepreneur. I believe that since architecture is primarily a relationship based profession, most post-occupancy evaluation occurs in an informal manner between architect and client as part of a continual relationship. In my experience "Architecture" and the quality of a space tend to be qualitative by their very nature, and very difficult to quantify. This is one of the biggest challenges facing the profession, how to translate this qualitative value into quantitative value for the client that can justify the expense of design. Many of the issues you address in the article relate to "design thinking", particularly deep ethnographic research. Unfortunately, this type of research is not usually allowed for in the fee structure most architects work from. Jon Kolko writes about some of the reasons behind the lack of research grounding design projects (not just architecture) in Exposing the Magic of Design. However, arriving at valid conclusions is generally more complex than simply asking people what they need or want. This is where abductive logic comes in, making the leap from data to conclusions (hopefully valid).

Much of what was criticized is Owner driven and unfortunately most Owner's are focused on driving cost down, especially in this economy. We do our part, we study the spaces, the people, their processes, their patterns, their needs (known and unknown) and when we make suggestions to the Owners their first question is how much... and when you hold your ground they go find someone else that will do it for less.

Thank you for such a nice, succinct article about architects. When was the last time you enjoyed, truly enjoyed a new space? It is the history of the space, the imprint of human use, modification, neglect, renewing and re-using that gives soul to a building, and that is from people, not architects.

I am nearly registered and on my way out of this profession for many of the reasons you cite in your article and because I want to use my design thinking for more productive endeavors. What you are doing now that you aren't an architect?

Nothing yet, but I might later.

Many clients do not allow face to face conversation with their employees. I have worked on many confidential projects where we were only given the opportunity to speak with people in management. This of course lends a skewed view of how the facility actually works for most people. That has been my biggest frustration with this topic.

Don't stop with just knowing what is wrong, please continue to act on it. Try to make them see and if they won't use the methods making architecture yourself. Don't loose faith, I think there is a big part of the new generation that sees the problem and wants to do different, as architects have always done. Doing it different. Different from what the people did before them. So maybe it's just us wanting to be special. OK that is not solving the problem. But I hope we will stop with the magazine architecture and go to people architecture. Lets try!

As a licensed, non-practicing Architect on a Government overseer (Code Review) setting on all levels of Commercial and Residential buildings, I see a great number of both poorly-designed and well-designed buildings. I have spent over half of my professional career in commercail and institutional practice and a lesser number of years as a Code official. If you believe that the prime motivator for good design should be the end-users, then you must include the entire team of people who provide the money and hire the professional teams that construct our buildings. The exteremely few settings that

draw the best design process and professionals are so limited as to be insignificant in the monetary-based general design fields that most practitioners live and work in. One goal for our profession should be to get the very best technical and aesthetic design that we can out of every single project, as well as being able to draw our monetary-based clients along on that journey. I believe this to be an admirable goal that very few design teams effectively accomplish. As the Profession of Architecture is one of communication of ideas, as much as construction of structures, we need to become better communicators of the intrinsic standards and values, as well as better stewards of the monetary realities of the projects we design. The professionals who are best in all arenas affected by their work will be the ones who are most successful in the end! This includes pre- and post discussion, analysis and response from the initial ideas, to the end products, to the post-evaluation procedures we use to evaluate and direct us in the next project's design process. It means doing so with every possible tool at our disposal, as effectively as possible.

I read this phrase "the devotion to form"... architecture is art, but a technical art. We need to stop seeing ourselves as artists and stop working on architecture as if it was a sculpture. The most important thing about architecture it's on the inside, what people lives everyday, not how pretty it looks from the outside. We need to recover this meaning, architecture is art indeed, but it's the most complicated art we have. We reduced it to a piece, and it's so much more.

learned as much or more working as a waiter that as an architect

I think part of the problem is that we architects are more attracted to the artistic side of the profession and strive for general praise, but forget that we design for the human being; therefore, we are also humanists, sociologists, and sometimes even psychologists.

Great article! I very much feel detached from people when I'm in architecture school and this very fact bothers me very much. It is time for us to employ these new tools into our designs.

Are the arguments in the artical also relevant for domestic architecture?

At Universidad de Chile, in Chile, a program of participative design is running. It is called Consultorio FAU. It has the objective of solving relevant problems considering the habitants in the design process.

The vast majority of architects work at small firms, less than 10 people, making a living in their home town; wondering why first year law graduates get paid 3x what architecture graduate are paid, wondering why the hospital, schools and police stations never can afford or want good architecture, why community buildings are built by committees that only know what they don't like, why the Great Recession resulted in 33% of architecture staff being unemployed and why articles and politicians like to speak in negative versus positive tones. The architecture profession underwent a massive change with the introduction of new technologies, embracing all forms of technology in their practice, incorporating new energy efficiency in the construction and new communication methods to speed the process along. Architect who started their career mastering ink on mylar drawings now are mastering complex 3d BIM software. An architecture graduate now must not only learn design, materials and codes but be an expert in at least three or four complicated software programs. (For a law graduate, they just need to master Office). Starbucks and retailers see the value in post occupancy evaluations of their customers. It increase their profit and hence the effort is valuable. Now the rest of the clients hiring architects just needs to see the value of post occupancy evaluations so that the profession can incorporate it into the process. Yes, that's right, the vast majority of architects work for a living not for the loving of creating glorified white building in strange shapes. I will be the first to admit architecture and urban design needs to evolve and embrace new technology and communication methods. I also like to the see ranting bloggers evolve and try to see both sides of a story. Wouldn't that be a great evolutionary step!

Currently i am under taking a studio. We are allowed to pick a choose our studios as we please. I decided to investigate (firm name removed for privacy) design methodology as i could not understand any such outcome in their final design. To my shock horror i was right. We have under taken the analysis of churches throughout the semester where we then had to translate our analysis to a school of any kind at the recently closed FORD site in broadmeadows. Site was ignored. Function, irrelevant. color, material, detail. the list goes on. What it has boiled down to was a sampling of spacial techniques. Our re-appropriation of something old into something new. A purely subjective position. How the fuck have they managed to become so well known in australia when all they design is 'cool spaces'.

I would say that it has never been taught to us (architects) how to relate to our clients, and therefore neither what specifically to ask or what to listen for. Everything is left up to each architect's own sensibility and social interests. I agree upon the fact that what people really want is space, not trend.

Sometimes we are limited to final decisions of customers (non-users) for the lack of a legal framework to support the profession.

This article and survey smells of a marketing campaign - is there an intent to sell something in the end?

I was a construction administrator for an architectural firm. I have been in the building industry for over 30 years either with a contractor, owner or a architectural firm. Architects do not listen. If they do, they cannot sort out the good from the bad. Maybe it is because they are so overwhelmed with building codes now a days.

Yeah, it is all about materials and space, never the sensation of using that space.

Outstanding piece of writing. You nailed a central component of why the profession of architecture, within the traditional model is irrelevant. Architects just don't know it yet. Much like the dinosaurs looking up to the sky; seeing the asteroid and thinking "where the hell did that come from?" Having said that, the underlying skill set of architects in the area of creative synthesis is rich in opportunity. Large design practices get this (my firm) and leverage it - but not fast enough. One challenge is getting our staff deprogrammed from thinking like an architect (in the traditional mode) and thinking holistically. If all you have is a hammer, everything looks like a nail. If all you have is architecture, everything looks like a building. As a Registered Architect, I'd like a new name for what I do - a new professional brand - that is more inclusive. Good luck with this project,

We do think about the user on what we suppose they need but could not prove that those are real needs or expectatations or that we even offer a good solution for them (evaluation).

your view of architecture seems to be based on glossy magazines and their internet equivalents

I'm disturbed by the article's generalizations and lack of statistical data. that being said, I think as people who serve entire communities, we can never have too much information. unfortunately, also as people who serve clients, justification for our process often has to start with them. if a client doesn't want to pay for us to hang around and get to know the future users of our buildings, it ties our hands, to a certain extent. On the other hand, if the profession bands together to demand the importance of something, maybe clients will follow suit.

It seems that architecture as a field has become a self serving edifice to those who have been in the field for 30-50 years and talk all the time about "change" and serving young professionals while all the while wishing to continue on with the status quo that serves their own interests. I believe that multi-disciplinary firms are the new normal and the days of starchitects & the architect-artist-sole practitioner are over. Today's architects have a responsibility to use the newest & most relevant building technologies as well as research strategies in order to build better buildings.

I wish i could have a human based design, something we can measure and have the right tools or better way to do it.

I think there's one thing you were forgetting about design....is the measurement of time. Any great innovation requires time....a luxury that most design professionals do not have. If we could do less projects....and have more time for each of them....I would assume a more thoughtful intervention would occur. That's an insight you only gain from working in the profession for an extended period of time. I would ask that you "walk a mile" in our shoes...and see if your thoughts evolve.

Obviously the author of this article has never worked with a developer who cares only about the bottom line. Every idea and enhancement that we try to put into a project is shelved because of money. Her preaching is extremely naive and demonstrates here lack of experience. Perhaps she needs a little more experience in the profession to realize that architects are rarely in control anymore. She's only referring to the "starchitects". Most of us are not in the enviably position to design "art". She's obviously too young to realize what is really going on.

What tools are available? We have a toolkit with client information, extranet to communicate with a wide group of people, 3D modelling system to get feedback from clients without using technical drawings. We meet / poll future residents and use design workshops to evaluate and generate ideas. We have a POE process we are working to integrate into our work and ask all new residents what they think of designs (on a postcard) and how we could improve it. I would like to find out what you think Architects should be doing, what tools you think are available and how we could change our working methods to incorporate them. We would love to improve what we do, preferably before other architects start doing it too!!

When it comes to architecture (in most cases but not residential) we rely on what the developers want, since they are paying for the project, instead of what the community needs or deserve. It's all about the money and that's why with the years passing it becomes less desirable for the audience. As an architect student it's depressing knowing I will have to follow this if I choose to be a commercial or urban architect. Thank God I love residential so I get to work more on how the spaces and design can please the client (which is the person living in the space).

I'm still a second year architectural student and I find this article very illuminating. I have no experience yet in the field so my mind is still very absorbent to information that is very much related to my future profession. As a student, I am constantly referring my designs to those "star" architects who created landmarks and awe-inspiring structures. But sometimes I get very confused of there designs because I can see lots of void or unused spaces and unnecessary elements that wont make the edifice aesthetic anymore, other times the structures are aesthetically overrated or exaggerated that makes it controversial. But the thing that always makes my mind pretty much chaotic is that they kept on doing it repeatedly. I have no idea what they learned in there schools but I certainly learn from mine that functionality and beauty in architecture are not to be separated because if it is beauty alone then we should call ourselves an artist, and if it is functionality alone then we should call ourselves an engineer. So i would like to give my appreciations to Miss Outram for bringing up this kind of thinking.

This one hit home! Incidentally, we were discussing this very agenda last night. Simply put, we are a snobbish lot that rely too much on formal obstinacy and experiments in material and construction techniques instead of actually making/designing spaces. We, at least in our firm, have to learn this quickly in order to practice better in today's harsh environment. However, it is equally important that we do not become salesmen and give the client everything they want, the, the bad, and the ugly, just to satisfy their needs. We are, after all, professionals, service nonetheless.

Let me tell you about a wonderful experience lived with an old client. Once upon time me and a new client visited one if my early works, We, my new client and me, arrived at that home, the owner was expecting our visit and he prepared a guided visit and a lunch, He told to my new client: " The Architect learned to me to live well, many thanks". Obviously my new client did hear that expression and gived to me the complete freedom to study his priorities in the family lfe and did let to me the oportunity of design his space for live well. During the times of my studies of Architecture, always received that formation.

A couple of notes on the survey, I think you need to also address the separation between the fields of architecture, landscape architecture, and urban design. All of which need to be working in tandem to make more livable and humanist cities. I also think to have a better understanding of people's needs there needs to be a focus on engagement before and during design in addition to post-occupancy. I think the primary challenge to engaging people in better design is that it is often inaccessible to them and because of that, less of a priority for people who are not already engaged. What that means is, it is hard for people to understand how complex land use decisions, a public space design, or new building development may impact them personally or their neighborhood's built environment. Communicating what that process is, how long it will take, and effectively channeling end-user input are all important then, but it also has to be made relevant, especially when people may be preoccupied with the commitments of their daily lives. Our answer at Hester Street Collaborative has been to develop participatory processes that are fun and engaging but also meet people where they're at.

Once I made a garden design at my parents abandoned summerhouse and after few years of renewal of it - miracles happened - neighbour's children starded to play in it and in winter roe-deers, elks and rabbits came to visit it and relaxed at that place, where the arbor was provided :) Moreover, some Japanese and so called Feng Shui architectural / environmental elements are also about how form makes people feel. Great post, kindest regards! Andrius

I generally agree with some of the observations and comments made in this article in regards to our industry, but take exception to a few of them. Just this morning we had a conference call with Starbucks, whom is attempting to push through a coffee shop layout within a community recreation center project which our office designed this past year. Their single goal so far in the past few weeks has been to completely disregard the public lounge and gathering space that would be used daily by parents watching their kids play, friends waiting for their work-out partners to arrive or for someone simply desiring a few moments to play a game of angry birds in a comfortable setting. They have completely disregarded the community atmosphere and "family room" feel that was originally design for this space, for a (fit as many as we can) 16" wide lunch table chairs layout. Oh by the way, not a single round table has been shown on their drawings to date. I was also most excited to read your comment on the people-less photographs. Our office mission is designing project where people work, live and play. Designing for people is our mission. We get so made when we see these bland civic building photographs which highlight the clean lines and use of material so well, but don't show the 3rd grade class of students or reception desk staff working so hard. The building is for these people and if you can show the building users and patrons enjoying it, well what was the point. We have had to fire architectural photographers in the past because they can't figure out how to shoot a building with people in it.

Nice to meet you. Hope we get updated on things via email. Thanks, godspeed

I now am mainly a community planner. I sometimes still design schematic building layouts and master plans, but we are mainly focused on creating good environments with the buildings. We are also looking to create adequate density to be able to afford good public realm. The interface with community planning has made me react more to how people want to live and experience life.

I think there are some right arguments here but there's a whole lot of exaggeration. For example It's common in Scandinavia to have neighborhood meetings about new buildings. And when the scale is small in my experience the result is always a discussion between Clients needs and architects design priorities. Starbucks is a good example but architecture is much more than a survey about interior detailing.

Architect do not understand interiors because they don't study how to create them in school. They are told they can do everything but they have no training in interiors. In most states they can be a licensed Interior Designer by checking a box when they get their Architectural license. THIS IS NOT VALID. They should have to take the Interior Design licensing exam for that. A few schools are doing it right.

K-State has an interior architecture program, for example, that looks at architecture, product and furniture design - a study of the interior and all the things used within it - and how the architectural systems work. These folks know what they are doing. I see it all the time in their graduates.

We gotta check with every single client about their needs of required space to solve their them and we ought to support them to make a project I call "custom made suit", every client is different

If you dislike the profession so much because of the reasons given, why haven't you founded your own practice and implemented these changes? Everyone today is to quick to criticise. If you have a problem, find a way of solving it, never moan. I don't think you left the profession, I believe you quit the profession. Pain is temporary, quitting lasts forever.

we do our projects based on analyzes, urban readings and investigations, research in the community and dialogue. In several projects we have uses tools of the internet as a supplement, but one can definitely not rely on this alone. The whole world, fortunetly, is not online, life is on the streets and is not always that easy to grasp using flash presentations, blogs, questionforms etc. I belive the best to be a combination of these tools by meere footwork, public meetings, group meetings and collection of relevant data. A challenge in every project is to get the community involved, and to get them having a relationship, even ownership, to the project. We try to develop a strategy for this in every project. experience with internet tools so far is that you collect input from some voices, but very seldom a representative volume.

Nice straw man. While I don't personally care much for architecture/building institutions like the AIA, magazines, etc. or the work that gets produced, the sad fact is that most construction in the US is done without the benefit of an architect. The profession, as it is taught in schools, is not relevant to most of what gets built. Talk about pattern books - Starbucks has one, you know. Also, Starbucks is a client, an owner. They get to call the shots in their stores, just like the owner of every other store. Maybe architects could sell ethnographic research as part of their design package, but in the end, it would be secondary to the collaboration between architect an owner. The article bothers me not because I disagree that the profession - not the industry - of architecture has its problems and foibles, but because the logic is so poor and the author's understanding of the profession is so limited and poorly observed. She claims to be a "former architect", but it's clear she didn't really spend much time practicing. Boo. Bad show. Shame.

Most "people" don't understand the process of developing architecture. When you question them as to their needs, wants, uses, etc., you get responses frequently in the vein of "I like Brick. It should be brick." That's a representative example. And since everyone (the public, the users) lives their lives in buildings, when questioned about what they like or need all they have in their personal arsenal of architectural knowledge to offer the architect are their experiences of the "underwhelming" buildings they are familiar with. No. No architecture should not be crowd sourced. One problem is that most buildings in our society are governed by the "Value Engineering" mentality of our culture. Everyone...-ish wants to go to Wal-Mart and get a "Deal". EVERY architect practicing will give you examples of how the spirit of their work (the part that emotionally feeds the user) was pinched out of various projects by some flat-fingeretipped financial expert whose opinion about putting pennies in a jar outweighed the expertise of someone who has spent years studying the places humans have built to shelter themselves across the entirety of recorded history. Yes, architectural education starts and studies the earliest of civilizations. What about the Minoan cave? "Yeah goddamnit. I said Minoan. Go look it up. No. Not Etruscan. That's different. And you want 'Brick' you say?" The problem isn't that architects don't listen. Yes that does happen. But, the real problem is that the vast depths of our society are ignorant about anything artistic. The voice of the people, when speaking about architectural matters, babbles jibberish and babytalk. Then, of course, they want the architect to work for free.

People show more with their actions than by answering "what do you need?". I think that careful observation of people's behaviour combined with the architect's knowledge and asking the rightly formulated questions is the key to a good understanding of the needs and all the processes that the building should accomodate and make happen. However, to be good at the 3 components mentioned above one must first be an intelligent person with attention to details. Someone who understood the real task and goal of an architect; someone who understands the space and who, finally, is capable to put himself into position of the people who he desinges for and forsee all the possible scenarios and even create a few more. People who are not sensitive to others, have too big of an ego and don't have the eye for what's important in a situation make bad architects by all means. Maybe architecture schools need to pay more attention to this and try to point out the importance of getting the right data.

I relate to this observation. Its high time we as architects re-evaluated the entire system of designing. After all if the people we design for are not content, what's the use?!

Yes, I am fully aware of the relevance of what users really want , what they feel when they are in the building, is the most important, more important than the form. The form should be a response of those cultural elements.

we build for art nowadays, where space is more important that the one who use it. form is following trend. we forget why we are architect in the 1st place. building a better home for everyone. and not building an iconic space....

I am doing POE now on existing buildings in the university i work with. With the hopes that i can improve how i design spaces when i return from my study leave. I agree with how you feel 100%!!

I agree with your beliefs on the lack of interest of some architects when of making a project for the people means. But you can' generalize at that scale, as much as they are this kind of architects, they are as many others concerned about how the space will affect the user, even more, there are architects who this ideology it's their fuel for every project. And please, if you really believe that what Starbucks does it's an "understanding of the user" just because it does what any other corporation does, which is market research, and apply it using extremely basic concepts of color and space psychology, then no wonder why you left the profession.

at Arch school in UNAM México City we learned "User Participative Design" (Diseño Participativo), which was a good method...

Great subject, is this evaluation part of a scientific study?

Pretty spot-on. One point I'd say you missed though is that a lot of architects seem to fancy themselves social engineers. Rather than design for how people *do* act, they want to try to force them into their own idea of how we all *should* act.

The reason Starbucks can invest in these studies is because they are the owner. Value - Where is the value for the architect to do these additional studies? Will they be able to do the next project for the client because of this? No. Every project is based on price now, not service. I also work in Canada. Do you know what a P3 is? It's a short timeline competen for public buildings. As long as the requirements are met, the competition is based on price. You do understand what that means right? It about meeting a budget. There is no mechanism built in to go above and beyond the minimum requirements. Speed of construction is the driver once the money has been agreed to. That means there is no time to go back and do studies that may change the conceptual design.

The writer of this article has not worked at the right office.

The gist of this blog post is that architects seem not to care much about users/occupants of buildings. Although perusing any design mag would convince you of the truth of that assertion, there are many architects toiling in relative obscurity who do care, sometimes a great deal. But they are designing nursing homes and other low-profile projects that seldom if ever get published. Editors go for the wow factor, and the starchitects know how to deliver. But this post did resonate, for sure.

I am very dissatisfied with how the firm I work for handles designing as such. We rely on regulations and laws, but never think about anything innovative or even more important anything that actually serves the user. Of course we have discussions about it from time to time, but in fact it is not a priority on the end of the journey. I am also not happy about the fact that my boss always uses books as an inspiration instead of asking himself (or me) what we would do. I don't like to copy things and especially not, if I don't have the time to do enough research on it to fully understand the idea behind it. Anyways: I agree that most projects don't really try to understand what people needs really are and I'd really like to see architecture go into that direction instead of overregulating everything and not keeping any freedom to the planer and lateron the users.

While teaching I've seen the shift in the profession trying to keep current. Looking at the jobs dissipate, I switched to teaching to help students focus on what is important - the user. I've been focused on BIM and data collection that it forces into the design workflow. What really helped to coalesce what I saw happening with technology is reading the book Race Against the Machine (Erik Brynjolfsson & Andrew McAfee). I recommend this to every student that sits in my class and anyone promoting a shift away from technology or data (old school methods). The difficulty is to look at jobs in all of this. I see in the very close future the ability for anyone to select design algorithms based on programmatic need. These could mimic any design style from any age. This is already starting to happen through programming options in software such as Blender, V-Ray as well as any software that allows for parametric design. Anyone who is familiar with digital music can see how the generative and iterative process that is affecting the process. The same will be happening with design. When people are given control of every little detail of design it is only logical that an evolution occurs. The profession grew from individuals having specific knowledge of building complexities. Couple this with a growth in personal style and ideologies things continue to change. When a clients personal needs are quantified as data, specific knowledge is open through technology, the end result is a better user experience. Smart software that begins to check program requirements/adjacencies, code requirements/egress, energy analysis changes the process. Because as the authors Brynjolfsson & McAfee discuss, we are in a time in the profession that we can no longer say, it will never happen.

I loved your article:)

With few exceptions Design+Schedule+Budget=Architecture

definitely it's ur choice but u should ve tried to do it from their perspective. i mean design as an interpreter.

I don't agree with the premise of your article. Many architects work very hard to understand their clients and their clients' needs and develop a track record of successful projects and a enjoy a more challenging and fulfilling career because of it. It's true the nuances of what constitutes a success are arguable, but it's not fair to write off the profession. I find things are changing - and although not everyone has the talent or time to listen more effectively, I find it is becoming part of the new "normal" course of practice.

Excelente artículo, me dejó reflexionando al respecto. Gracias por compartirlo.

I find Architect's continue to give away opportunities to grow the profession and increase the public's understanding and appreciation for Architects. We continue to narrowly define architecture as the build environment when it is so much more.

If an Architect undertakes a post occupancy survey an discovers their builing does not function particularity well for the current users (for whatever reason), what then happens? Should it be rectified? At who's cost?

There si, at least in Italy, lack of funds and this si rarely a client priorità

what is the point of such a questionnaire when it is preceded by harsh criticism of the profession. most architects that bother to respond to this will now have it on their agenda to prove you wrong. how can you be sure that their answers therefore are truthful or selfserving? even those that are truthful would be questionable. no?

I think, in general bases, that at least in my country, there's a non balanced economic development, there are huge differences in what concerns people and the range of activities or services they can afford or have an access to. When we project we define, in first instances, the user, but in some degree i think something is lacking, is more like an intuitive analysis than a pragmatic and real one, we hardly ever do this online surveys, basically because some of our social works and projects are directed to people with lower life quality who, most of the time, do not have access to internet.

You must clearly have never worked in a halfway decent architecture firm if you wrote this piece of crap article with broad generalizations based on a handful of the more famous architects. The majority of "real" firms - those that practice local architecture...the ones people go to for REAL jobs do listen to people. If they didn't and clients were unhappy with their buildings, they wouldn't receive repeat business for years from the same satisfied clients and wouldn't be able to survive. My office (and the last 2 that I worked with) have large group meetings multiple times before we start the design process. We even

have multiple community design charettes where we ask the community that will use the building to design their dream building and let us know what they want before we design. Then we pull together some options and gather their feedback to create a final design. This isn't a unique method for architects....a majority of the firms in my city do this or something similar. I found your article to be infuriating and full on broad generalities that I will agree DO apply to a small number of architects in the business. It's the equivalent of saying saying racist things based on a small number of generalities that you stereotype the whole with. I think it's a shame that instead of trying to change the profession, you simply gave up and wrote an article. If you have such a big issue with the matter, DO SOMETHING YOURSELF to make a change instead of complaining on a blog. Pathetic.

It's really common in architecture to find "rock-star architects". The ones that have achieved a renowned place for their forms and like to experiment with people. Maybe you were thinking about those kind of architects when you wrote your article, but there are actually a lot of things going that worry about the user first and projects that aim for small communities. You should check out things like architecture for humanity!

I don't disagree with your premise, but i believe you're drawing a false equivalency. Starbucks (and advertisers, web designers, etc.) focus on designing a product whose sole function is to evoke a feeling. With the possible exception of museums and retail, most architecture has a greater purpose. When budgets are limited, and they are always limited, the items that serve no greater function than "feelings" are the first to be cut. Also, who is going to pay for post-occupancy evaluations? The client who owns the building in question, who has little opportunity to fix any deficiencies that are uncovered? A competitor who is unlikely to be granted full access to the space? The architect himself, who has much to gain but little time/money to invest in staff education? A third party who devotes themselves to solely this practice- this has been the most successful in my experience- the "Lean" practitioner. There is great value in pursuing this kind of study, but it must be driven by the owner, not the architect.

I have always felt that architectural education and publications are geared towards the values of academia and NOT the public/private user. I don't even read architecture magazines or follow the latest trends, simply because they are so devoid of what any of my clients would appreciate. Most projects, though prize-winning and lauded by the profession, are places I wouldn't want to work in, live in, or visit. Cold, impersonal, and self-centered.

Loved this article! And I love your title big data strategist. I'm really interested in how we can use data to improve design.

Having practiced in a firm where the end-user's experience is the top priority, I find this article to be baseless and superficial - and, at best, anecdotal.

you've touched on the tip of the iceberg with some very good points, which is why your article is resonating with so many of "us." nice use of pop culture to increase the relevance and hook.

these questions may be interesting for commercial architectures. when you design public buildings I still believe that the rule of the architect is to give sense to the word "public" and so if you start the design process as a human being more than an architect, then you are inevitably part of the process. You don't ask a painter or a video-maker to ask what people want before starting her/his work: this is marketing research, you ask her/him to give you a vision independent, new, revealing of hidden realities. Starbuku wants to sell coffe cups, that's all. best

1.Post occupancy study is relevant to understand the clients feeling in using the space and also to make sure whether the building design meet their needs. 2.Get to know the flaws in designs and never to repeat it in next similar project. 3.Architects nowadays worship the forms , and not communicating and cater the real needs of the building occupants. 4.Lecturers tend to appreciate more to the colourful presentations by students, and not by the really in-depth design processes by not so colourful presentations by other students.

Client-architect information-sharing should be reciprocal and one side should not assume a more dominating role in the design/post-construction processes. But I do admit I am still in the process of learning this "social skill," so as not to frustrate myself with ideas that doesn't jive with my wavelength.

I think there is a fundamental lack of understanding in the profession that architecture is about people. Most architects are hung up on creating a language that identifies themselves and their practice. They forget that in creating spaces where people enjoy and feel great makes for better people.

Congrats! It was a very good reading :)

I agree more or less with your observations, but definitely not with your critique. I think the reason you left architecture is probably because you prefer the way of thinking like a scientist or engineer, where everything has to be quantifiable through data. The most important task for an architect is to create valuable, quality space for humans (and animals for that matter). The way you arrive there, is by studying and testing the visual and spatial impact of volumes and program. That is the architects profession, and no user survey will be able to give you the result. Doctors don't make focus group studies of which medicine is the most popular, and then prescribe more of it.

I did enjoy your article and have for years thought that architects have given up too much for fear of litigation or the loss of clients in a bad economy. These factors may also contribute to your notions. I wish you well in your direction, and wish the architectural profession the ability to rise above fears, and do good responsible design that meets the needs of the users of a building and enhances the spirit of all who witness the end project.

I came across this on FB tonight after working my ass off all day trying to get CLIENTS to listen to the users...I find this article offensive not because it's not true for a great number of architects, but because it misses the point about who controls the programming process for a building. With the exception of wealthy clients willing to pay for deeper understanding of users, many clients work actively against this user-centric planning and design approach. It's pretty depressing to beat your head against a wall and then get swiped with a snarky gross generalization of our profession that serves up stereotypes and paints all of us with it. Now I know how layers feel.

Our office focuses on historic preservation. With existing buildings in the mix, our approach is tailored to the building shell and client needs/budget. I think what makes us successful is that we capitalize on the character of the building and then work to drag it into the 21st century, keeping the character intact.

I think it's true that when this is conducted it is limited. We've done it most within existing facilities where complaints are known and we are consciously trying to remedy, but maybe less so with new construction.

Great article on a stagnant profession. I have been in it 40 yrs and so little has changed since I graduated with my degree. It is run by the bean counters in so many instances and they don't allow for time to find out what the end users might need - doesn't equate to billable time. I personally try to avoid most magazine articles on the latest buildings preferring to design the building for the client's defined users (retail) and what seems to be happening within the local environment. Thank you for starting this thought process

Speaking to people is often frowned upon/ not valued in the profession. Other design units in my school of architecture even mock the fact we set up engagement events to get 'on the ground research'. We try not to base design decisions on assumption or how many people have passed a certain place over an hour. Sometimes real data isn't what architects want to know as it affects the way in which they deal with a problem (when in fact they never deal with it!)

Spoken Like a true MIT grad, (poorly articulated), smart enough to identify a problem and attach it like a lamprey to a successful, well-known franchise of convenience for publicity sake but not insightful enough to completely comprehend the multitude of forces driving today's typical commercial designs. Likely because you couldn't hold a job long enough in the field of architecture due to the unfortunate arrogance instilled into you by your alma mater. Ever consider utilizing your omnipotent grey matter for something useful like pondering a solution.

I just want to see where this forum/ conversation is going. I was very interested in your Starbucks article, and it put into words with a live example, something I had been debating in my head. Would love to follow up on you writing.

I like that this article has finally raised some very hard questions that architects need to answer and it's this type of criticism Architects need. But like many questions that get thrown at architects it is not always that simple. It is very easy to single out and blame one of multiple professions that should be held accountable. If we could explore greater opportunities of what people (the users) want for every project we would make a giant leap as a society. And I would be very interested in some of these new methods. But I don't think it is all the architects' fault. Educating the people that pay the dollars to fund the buildings need to be accountable as well. At the end of the day the majority of architecture is a business run by ego-minded business people that is governed and string-pulled by equally-minded business people (let's make a buck). I could go on all day about things architects need to do better, but an Architect is no longer the ultimate decision-maker of buildings and their spaces thanks to the older generations. I may have a little more faith that the profession will change than Christine because us younger-minded designers are starting to stir, you just have to look at YouTube with what architects are trying to do with data collection and city mapping through mobile technology. The question I asked is "if this is such a viable element to Architecture design why aren't they teaching it at uni. I'm not trying to be Reactive because I think the majority of Architecture today is reactive rather than proactive. It is not that easy to implement overnight into every project because the people paying the money don't want it and if you suggest it is going to cost money to implement and time to do it and more often than not they are not interested in spending time and money in making a better space, they wanted the space yesterday. You have to be an optimist and like a challenge to be in Architecture, but not all of us Architects are unaware of this, it just takes time to change the hard minds of a conservative industry. Maybe Christine you weren't up for the challenge when you left Architecture, which is ok because maybe you can make more of an impact without being one.

A number of Architects follow the Frank Lloyd Wright approach - my way or the highway design. Few listen to the end user. In my work, I design spaces for an Owner that then rents the spaces to the Operator (different branches of the same company). The Owner branch 'thinks' he knows what the Operator branch wants, but regularly misses the mark. We get blamed when the design misses, but we are not allowed to talk to the Operator. It's not a pretty picture, and this is unfortunately all too common. Public Buildings have the same issue - a small group of people have the power to decide the design requirements, the Architect is held to that decision, and the public at large blame the Architect for the poor design. The Architect can only work with the tools he is given by his/her client.

It's not my concern if a retail location will get foot traffic. Why should I care? I'm an architect, not a business analyst/consultant. My job is to make an inviting and functional retail space. An architect can't do everything and to suggest an architect should do everything is not fair nor is it well advised. In fact, more useful than an architect using these tools is a niche consultancy offering to do these evaluations for the architect. I want to know the results and influence the type of questions. I don't feel it's not the best use of my time to actually do the leg work with the kind of tools that are outlined above.

I believe having a good conversation with clients (and plenty to grasp contradictions) plus observation is still a good approach to needs. Still I do not see how to fit that in a "pattern" since the assignments and people differ so much from one another.

Really important topic!

Don't be a quitter - if you see a problem, help us fix it! I agree that we need to understand the people we're designing for, but if you think none of us know how to do it, show us how you do it.

I'm very young but everything I've been lead to believe is that clients will not pay for or accommodate extra time in the schedule to be devoted to these types of evaluations. I've worked on laboratories and large chain automotive retail (at past jobs) and schools (at my current job) and a lot of clients in these sectors come with a plan and a huge stack of documents to describe their needs/requirements very specifically. What's in that stack is what they want and what isn't there, i.e... the feeling a space provokes, isn't a concern for them. As architects it should be a priority for us but there are a number of reasons it's not. There's a lot of, "why should I if I'm not getting paid for it" sentiment as well as things like, "It's going to get V.E.'d out anyway" going around. I had an argument with a PM at my current firm regarding the elevation designs of a Middle School addition at the back of a site that no one would see but the students and teachers inhabiting the building. He argued, given its siting, that the building should be kept as plain (read "cheap") as possible. Needless to say I disagreed and argued that a building can perform well and be a lot less than droll with very little added cost. The entire discussion was very frustrating. A building, especially a school, isn't made so that we can look at it! It's made especially for those people inhabiting it, especially when students will spend so much time there (both per day and per year)

I think this is a part of an evolutionary development of architecture, for an instance, we may look at the history it, we lost the need for decorative elements after the Chicago fire, when Ludwig Mies Van Der Rohe initiated the rebuilding by modern architecture with the three primary component materials which are steel and glass, the outcome were boring pragmatic boxes but focused on functionality. The desire of people for eye-catchers kind of building rises as these pragmatic boxes dominate the city, so the awe-inspiring and sculptural works of Calatrava made it to the top of the trend on his times. As we progress through the continuing and reiterative design process, people and designers themselves learn from these transformations and as usual, we beings and species always subject and adapt to the changes as evolution dictates. In conclusion, these courses of events, such as the grave mistakes of Calatrava are just part of learning for us to build the habitats as we may want to live.

I understand that this is a provocative article written for a mass market, and as such requires extreme over-simplification of the issues for the sake of catch-phrases and sound bites. Some of the points made are sound: architects tend to over-emphasize form at the expense of function (which is not a new observation by any means), and post-occupancy evaluations are rarely completed. But there are very few practicing architects that do not start with intensive research on the needs of the client, with frequent iterations of feedback. The truth is, though, that most times the client doesn't know what they need and aren't really willing to pay the architect to help them find out. It really depends on the scale and the type of project (which you allude to, but gloss over pretty quickly). What you describe in your article is

typically referred to as 'programming' and is not seen as a Basic Service (by the AIA). Rather, it is assumed that the client knows what they want before they engage in the act of commissioning a building. If they haven't articulated their needs (both quantitatively and qualitatively), the architect - or a consultant that specializes in 'Inventioning' (whatever that is) - can devote time and resources to the endeavor you describe - to determine the the shapes of the tables and the most appropriate colors and other tactics to address the specific needs of the project. Even if clients do come to the relationship with these requirements defined, most architects push and prod at the clients assumptions and rely on their own research and experience. And the process is iterative - with client input at every cycle - as the project moves from concept to detail. As for a post-occupancy evaluation: I absolutely agree with you that these are essential to the intellectual capital of the office and should be completed on every project, particularly the ones that occupy the public realm. But now that I've invested many minutes writing this, and having just re-read your article, I do feel as if I've wasted my time. In the second read, your premise is on the face sound, but the examples you use are trite, simplistic and a bit smug in that rarefied air of the dot.com v2.0 new-speak 'consultant' world - seriously, 'senior inventionist'????

The Owner drives many decisions. I find that most Owners try appealing to the lowest common denominator, while spending the least amount of money possible. This leads to bland, cheap, uninspired spaces that appeal to no one so as not to offend anyone.

I've moved to UX design and couldn't be happier since leaving. I make more now, and work less, than I ever would have in architecture. My designs are implemented in weeks not years. Instead of designing vacation homes for the ultra rich, which get used only a couple weeks a year, I make software for schools, used by millions daily. And I get to test now. Testing is hard to get oneself to do, even in software. A few thoughts... Patterns and rules of thumb aren't inherently bad or contrary to listening to users. Patterns are emerging as an incredibly useful tool in software design and now software designers are regularly referencing Pattern Language as inspiration for a UX designers. This survey seems a bit brief and leading, but I think i for the most part agree with your intention. And I appreciated your article. Cheers,

Root cause analysis would probably expose ego as a key issue. It's an "original" design solution if research that would expose a portfolio of solutions to similar problems is avoided. It's my design if I sit down in isolation and solve the problem using my own imagination, and intuition.

Clients do not want to pay for intensive research. In house retail design is a poor comparison, partly because the designer and end user are the same, in this case. Surveys and user interviews can only allow potential users to repeat what they already think they know. Skilled architects challenge and transform the assumptions and needs of the users in order to help deliver the unexpected, the transformative, and the new.

I agree with your article and observations completely. However, I don't think we can compare what architects do as profession to Starbucks. What Starbucks does and how they understand their clients directly correlates to their profit margin. Architects now-a-days have no power in the development market. If we were directly benefiting from the successes of our designs, or if our success was being measured by the social success of our buildings, then I think our cities would be built very differently. Architects work for developers and the city. And our 'success' and our merit is unfortunately evaluated on affordability and cost-effectiveness to these clients. I don't agree with this, and I don't think many architects do either, but that's the way it is. I also think this is the reason why there is a great disconnect between the profession and architectural education - our school's are educating prospective architects as if they will have the influence and impact on society that architects had hundreds of years ago. Maybe our schooling needs to change, maybe the structure of society - I think both.

Before pencil meets paper, an architect needs to get to know the client very well, almost "intimately". As the design develops, the client needs to grow with it, understand it, be able to "live" in the spaces that are forming and imagine the completed structure in their lives. This requires good and honest inter-personal communication. If some design feature does not fit the client, they should be made comfortable enough to say so and changes made to suit. The architect still needs to embody good design principles, such as passive energy efficiency, sustainability and taking advantage of what the particular site has to offer, but the client should have an equal say, as they end up wearing the result.

Maybe if you had actually followed through with an architectural degree and became a registered and practicing architect within the field you would actually have some inch of knowledge about this subject that you have written a severely uninformed article about. The whole purpose of architecture is to design based on human needs and desires, very few practicing architects do theory-based work that is the result of their own pure imagination, is never built (unless in model form), is unpaid, is unrelated to a specific client and is often developed for the purpose of experimentation only. Also, one point that you have failed to realise is that not every single building on the planet is designed by an architect, in fact, many cheaper and often government funded buildings (some public hospitals, police stations etc) are created by BUILDING DESIGNERS - people with NO EDUCATION OR TRAINING... Maybe that's why you don't feel that your precious "feelings" have been considered, upon stepping into these buildings. I think you should actually become educated on the subject and maybe try being an architect yourself before shoving every architect in the world into a box of people who are "unjust", "do not listen to public opinion" and who you quite clearly have some beef with (maybe because you clearly weren't dedicated, focussed or simply intelligent enough to stick with studying architecture or maybe you tried your hardest and you still failed). Whatever the reason may be, you have no right to making such strong comments about architects, especially because not every architect is the same, and also because your main point, the fact that Starbucks "asked" people how they wanted to "feel" in their store, literally contradicts your opinion because guess who would've been in charge of the design of that Starbucks... an ARCHITECT. Yes, that's right, one of the very people that you have proceeded to accuse of "not caring for the people". Nice one! You're so clever you dumb hoe.

nice way to hook architects that may need your consulting services. Your questions are not broad enough for fair selection. Why is it that so many people think that the architect is solely responsible for what services will be bought? You even mentioned this yourself in your article, "Starbucks did research...", they are probably not going to buy this service again. Company leaders at the C level decide how much they will pay for facilities and services based on a balance between employee comfort and bottom line (read stock price) it is a value proposition. Developers decide how much they will spend based on lease rates and cap rates (profit motive). Please cite examples of poorly designed airports, museums, public spaces that do not respond to demographics or the behavior of the current set of people utilizing it but I'm not sure you can make all these claims about architects. our job, among others is to elevate the clients appreciation of the built environment within all his parameters not just the needs of the public. Understanding the client's expectations and objectives and delivering, that's listening to the Client.

It's very important the research for post-occupancy, The form of buildings isn't a architect's whim...

So, now we kind of know where we are, what's next? Keep in touch.

SOME SMALL SCALE ARCHITECTS TRY TO GET INVOLVED, BUT SOME CLIENTS DONT COOPERATE AS THEY WANT SOMETHING WHICH IS IN THE MARKET

this is a horrible article, a part of the neoliberal plot against many professions. because of so many individual needs and feelings, you don+t see the forest (i.e. society, system, capitalism)

I believe you should cite some specific research on your broad statements, or else you fall victim to the same criticism you have issued.

I did not fit in in architecture school. I had professors tell me I didn't think like architects and I should find another major. Diversity seems to be limited in scope to them. I think money is the most important thing to everyone in contact with architects and therefore is the most important thing to my principal. I told him I was upset today for a few reasons and he said the reason why he is so successful is that he makes payroll every week. His answers are much more business oriented than spatial or architectural. I think actuaries could have a place in an architecture firm. There are so many things to think about, so many variables, that architects decide to ignore most or worse only focus on one.

i believe any tool started with a noble intention of serving people and with time it turns more to be fake, to be a cover for the architect to do what he wants, to leave a mark/to be unique/to win a certain certificate for sustainability or whatever! not what's good for the people! and this is something i believe will pursue architecture forever! the world will never turn to heaven! we will always have architects that care about those aspects i mentioned above..unfortunately
Great article!

As university teacher, I would say that I try to encourage pre-graduate students on their thesis, to study people. To study the target people for the building they are planning, but to study with understanding, not as an outsider, but as someone involved in their culture, their lives, their way of thinking. That's the only way to create buildings that will respond to the society and that will be used and preserved by that society.

Nothing much ! Its 4 am and m jus too lazy to type as a matter of fact :)

I have worked for a number of medium sized architecture firms over the past 5 or so years, and in my youthful idealism have tried multiple times to encourage my employers and our clients to perform post-occupancy analysis, engage the community on proposed building designs at an early stage, or even just engage with blog posts and internet comments on our buildings. All of these efforts have been met by resistance or hostility from both the the Architects I have worked for and our clients. There is a perception that it would just be a 'massive hassle', an unnecessary expense, and expose both the Architect and client to potentially hostile criticism in a public forum. I have had the experience a number of times now of scrolling through the comments section on websites that have articles on our projects, where many people are asking relevant and thoughtful questions about the design of the buildings in question, obviously interested in and wanting to engage with the process. With regular frequency there are comments such as 'Why aren't the architects reading this?!', 'Wouldn't it be nice to know what the architect was trying to achieve here', or 'What on earth where they thinking'. I desperately want to reply to these sort of questions in an official "I am the Architect..." capacity, and explain exactly why we made what are often complex decisions and trade-offs, but am not authorised to do so, for fear of 'opening a can of worms'. I believe that you can never learn or improve at what you do if you don't at least acknowledge and reflect on the views and opinions of others. Architecture still operates within a professional silo mentality, trying to emulate the old boys clubs of Medicine and Law, mixed with the ideal of the solitary artistic genius. Architecture, however is of course the epitome of a public art. Nobody can escape from it, and therefore everybody is entitled to their say on it. We certainly have nothing to lose from listening, and I believe much to gain from listening in a careful and scientific fashion. I do feel however that the reluctance of clients to employ these techniques are even greater than the architects. If the clients wanted us to do this, I think we would in a heartbeat - especially if they were to pay us for it. It perhaps comes down to the cultural idea in my part of the world that sees building as a private right and not a public responsibility, when of course it reality it must be both, and to a differing degree on different projects. Therefore, pending a significant shift in the mindset of people-with-money-who-want-to-build-things, we as a profession will have to take the lead on this. Somehow we need to integrate the use of the tools you promote within already stretched fee structures, in the hope that doing so will expand the scope, relevance and public perception of what architecture is and what it can achieve when done well. When I have my own firm things will be different...

I am an architect who has designed Starbucks! Yes, Starbucks uses architects, many of them in fact. I no longer do this type of work, but it is not as sophisticated as you think. In fact, I've deigned big buildings - hospitals and schools and small apartment renovations as well. The fact is that building is a craft, not a science. Of course we can do better and things are changing but the bottom line is the bottom line. We get paid a percentage or an hourly rate for our services, there is no incentive to go hi-tech unless the client asks for it, pays for it, or we need to do it to keep up. I used to live on the MIT campus so I get it, I'm friends with many innovators, who work in other fields. We architects will get there, but unlike computer programmers, we have to work with the built environment which as you know if a different ball game.

Not only do architects not understand their clients, but they don't understand themselves. You are taught how to be a certain person in architecture school (put your pen on your collar), and the persona never leaves you because there is so much anxiety attached to this ideal. There is too much pressure put on architects to protect the profession, and not enough regulation outside of it to help. Therefore architects start to alienate each other and their clients in order to raise themselves up to a platform that keeps them elevated above other people so that they remain hire-able.

a lot of juniour architect have that fear of not fit in or not understand the rules .. they not give them the strategy of the company . i guess when we come fresh we can do a lot of things , ideas and technique . if the company open up with the new generation that will be helpfull for all of us (company ,architect , client)

As principal of a firm I firmly believe in form follows function which to a great extent is what the biggest complaint is in the article. So in many ways i agree with her. However, I find it hard to believe that it is the majority not following the rule rather than the opposite. The profession has run away with itself a little where firms are more interested in creating monuments for themselves rather than paying attention to what they should be which is providing a good solid functional building what looks good today and for many years to come. I just came back from a trip to Spain and Portugal and visited buildings that are hundreds of years old. With today's mentality of only being concerned with up front cost and not longevity, the buildings we are designing and building today don't have a prayer of being around that long. As you might be able to tell this is a sore subject of mine similar to the author of this article but again i am optimistic that it is not as bad as she portrays. I can go on for days but need to stop here.

At a point in my career where I am seeing how broken architecture is, and trying to formulate ways to continue it's practice into the future this was an important article to read. Architecture is stuck doing things the way they always have and even the best firms haven't taken innovation in design and process far enough. Thank you.

In Mexico we make construction not architecture. We build the same blueprints with diferent facade. We improve our designs in preview owners feedback so we know the design works. But we need little of an architect to make does small changes. That was the last job i worked for and every mayor firm does the same.

I love the Form Follows feeling! Even now, I'm still at the architecture school, but it's a good method to implement in my studies.

thank you very much for this moment of introspection to better understand the profession that I love.

I really hate the "latest hyped-up formal language." and the fact that archotects seem to have forgotten that they are building FOR people and FOR function. A sculture is are, no function.... architecture's first objective is function and making people's life easier and better. Most of my colleagues say they agree but draw otherwise. And it annoys me greatly.

You have overlooked a couple important parts of the formula: in modern America, architects work for developers, who make many of the decisions before the architect is hired. They are in a hurry. And they don't care much about the items you list - unless is leads to profitability. Even in many public sector project, developer-led design-build is common. The second thing you have overlooked is that many architects struggle to deliver their product (construction docs) in a timely and profitable way. The kind of research you suggest is uncommon and prohibitively expensive, except in the very largest professionakl firms (including architects, but also other professionals). Should we do more --yes!!! But lets look at the whole system, rather than assuming architects are apathetic.

Good article

This article articulated everything I have felt about this field, and I haven't been in it for very long. Architecture is a service, and it serves those who use the building. Why are we not doing more to consider those people? Today's architecture seems purely selfish, what gets designed is what the architect wants to think about.

I agreed with the article. Such an eye-opener. As a student who is still looking and searching for the true meaning of architecture and design, this article is really helpful. My ultimate goal in architecture is Increasing the quality of life in Malaysian context. Which is related to people's behavior, lifestyle, mentality and emotions. And if you don't mind, i would like some response from you about my ultimate goal. Is it possible? and what are the steps on achieving that kind of objective?

I'm trained as both a mechanical engineer and architect and currently working as an energy officer in a local authority in Scotland. I have big praise for our design teams who work to continuously improve our government buildings and continual amazement that decision-makers consider energy use an emotional rather than physical issue.

This article is based on a narrow experience/opinion in the profession. Maybe you only worked on retail projects in urban settings. The generalizations made are completely wrong in many other settings. This economy has made competition so fierce that architects cannot design to some formal language or latest trend, they design to what their clients want...and can afford. They must listen to the client which may be a single Owner, multi-person Board, or large user groups.

I am an architectural technologist who learned the trade working as chief tech in several architect's offices. I have more than 50 years experience of watching things not work until I pulled away and work on my own on renovation and single family homes. I have great success because I listen to clients and I'm not trying to design a monument to myself. I have no sorry or disappointed clients.

Well the short version is that the architecture "industry" is very complex & multi-faceted. As with so many topics, the practice of architecture is not readily reduced to a generalized focus. Industry-wide generalizations can often lead to taking cheap shots at popular-to-criticize, but maybe not pervasive, shortcomings. Everybody loves to complain (me too) Of course architecture results could be better ! But how can "we" help; how can your insights expressed in your post/article help move things forward ? - without doing collateral damage to those portions of the industry to which the critique does not apply. One essential approach is to focus more specifically on what industry segment, trend/direction or category of (or individual) practitioners are not providing the results, or working against those positive results that we seek. Not only would this yield more meaningful and helpful critique / dialogue but it would generate many more opportunities for topics that could stretch a blog out far enough to fill the internet void. I had hoped that the survey here would provide a better opportunity to illuminate the pre-conceptions that the article is based on. But even the survey is based on some strong presumptions that preclude a nuanced approach - e.g. the very first question = I have to pick only what project arena to identify with - is it residential or commercial ? why not both ? And you never ask how big the firm is where we work ! After 30 years in the profession, I was grabbed by your lead-in that indicated you had given up architecture. I'm giving it up because I am very very tired of trying to do it all, while swimming upstream against a poor public perception of architects that is furthered, not only by the magazine articles you decry (which I also don't appreciate) and all the ego-induced, budget-busting mistakes that you have eluded to, but also by a lack of differentiating the high-profile big-budget world from all the rest of us who are sluggin' it out in the trenches - with barely a budget to get the design done, much less research it to death. while now also having to argue for the very principals that you would like to see to try to convince clients that we actually have something to offer, when the client could do their own research (often in a cursory fashion on the internet) and not believe that the architect has anything to offer. Instead of saying architect's fail while big business (Starbucks) get's it right, illuminate the problems by contrasting those specific failures with small (or big) successes of architect's own efforts. I'd guess that Gensler, SOM and HOK get their research right from time to time. Meanwhile us little guys become the collateral damage when people take pot-shots at notable architectural failures or excesses. Don't get me started.

I'm sorry, but I feel your limited understanding of the industry has led you to a bad conclusion. I work for the largest firm in the United States by architectural revenue, Starbucks is actually a client, and I have to say users are one of the most important considerations in our design process, enough that we have designed new digital tools to interview, survey, and observe user groups in a controlled way. We also produce original research looking beyond current attitudes into the possible future needs of the people that inhabit our buildings. And we are not alone; I know practitioners at many other firms that constantly reevaluate their designs, albeit in a more intuitive, observational way. The difference? These are people working in a defined practice area at firms that rely on experience rather than hype. I am guessing with your pedigree that your exposure has been primarily to black-cape boutique design houses that win work on the basis of image and buzz. I know, i used to work at one of those firms. Best Ben Regnier ps I know that subtly doesn't generate "traction" in online articles, but monolithic open letters to diverse groups of people are barely better than listicles when it comes to producing real dialogue.

As a graduate student I find it increasingly difficult to garner any knowledge on "why" we manipulate geometry the way we do. I appreciate things those like Neutra or Schindler etc. attempted in finding spaces that eased the mind; spaces where creation was intended to work for the betterment of social norms rather than simply achieve geometric craziness because a pencil (or mouse) will move that way. Functioning on a symbiotic level with humans is of utmost importance. It's our responsibility to attempt to shape the social interaction not meddle with it for geometric exercises. For every architect this thought should be worshiped because god knows each of us is secretly a control freak with the need to idealize their own version of reality and impose it on the public. Attempting to get this thought across the realm of every stubborn architect geometry drone is a whole new story.

The profession practice of Architecture is poorly managed by the AIA Awards are not people-centric but by an "esteemed group of architects" who seem more driven by self adoration than producing Architecture that builds community.

architecture nowadays is just like commodity, you make it, like a lot and also to gain praise because the look is awesome, without thinking who's going to live inside it and trying to 'control' human habit by it. if it can make people change their habits, lucky us the architects (YES LUCKY US, because we never do a proper research about this human habit). Sadly most architects only think about how good the look of the building instead of how good the experience inside the spaces itself.

I think that pre-design studies and post occupancy evaluation are so important that they should be required for any project in all Canadian Construction Contracts. It should be in a written form like the survey you just did and published on a national web platform, available for anyone; architect, sociologist, etc. Post-occupancy evaluation is not only a people matter but also a sustainability issue because it also helps architects to design buildings and spaces that will last in time.

It's called experience. You can't get it from scouring the internet for clues. You go out and do it everyday, learn from those who've done it well before you and hopefully Lear N from your mistakes. If you're motivation is self-interest then you are doomed to never never really learn anything.

We have to design for people, their needs, under the terms of local environment . Architecture is not a "fashion" stuff....is about people.

The residential/design industry in Australia is driven by developers and money. Real architectural design (form, function,feel, space,etc) generally gets bypassed to focus on tap fittings and brick colours. The result being that we all get to live in poorly oriented, badly lit, inadequately ventilated, brick and plaster prisons. With virtually no connection to the outside world..I could go on and on.....

I think your view of the profession is very narrow. There are certainly some architects who don't try much and others who do what they please and don't care if the end users like the spaces. But my experience in public sector architecture (police, fire, schools, courts, etc.) has been very collaborative, evidence-based, and methodical.

I have just finished school, and no matter how hard I try, the places I've worked for just wouldn't adopt new methods to learn the clients or their needs better.

I think that many architects and designers today get so distracted by reputation and fame, and it is to their detriment. I studied Interior Design at NYSID, and worked as a professional interior designer for a large hospitality company for 2 years until 2009. Since then, I've been working as a project manager for small companies that are interested in improving their spaces, but don't want to deal with the baggage that the architect archetype in the industry has created. It's almost as if the industry has cannibalized itself by getting so narcissistic and self focused that they've alienated themselves from being marketable anymore. The mere mention of "architect" makes many small business owners shudder.

Sadly currently our mainly institutional clients are obliged to pick the lowest fee proposal provided by architects. Consequently we either have to lose money on the job, put inexperienced young staff on the project or just not invest enough time. Often we work with clients who have architects on staff that are project managers that purport to know everything and keep the real users at arms length from us. Finally so many projects are driven by a race to the bottom to get the lowest fee out of the consultants and the lowest price from the contractor all in an unachievable schedule. No wonder our buildings look bad.

While i agree and appreciate the topic of discussion, but the reflection of practice sensibilities, techniques,methods produced are fast phasing out.Contemporary architectural practice (though the number is in early days) is getting more user aligned and value the need of the non tangible factors of a design like, feeling,engagement,environment etc.Even the traditional practice was purely user driven,but the current analysis of a design solution has broaden itself from a pure space design solution to a business solution where the example of Starbucks might fit well. But generalizing the same sentiments across the industry in immature.

Expectations from University and Practice do not align. Architecture is dry, arduous and increasingly being more about risk minimisation, profits, under cutting and marketing.

We use the latest research in the field of psychology regarding people's perception of space, and we usually use our own surveys of the lifestyle of our customers. The best architecture is one that suits the people for whom it is created, otherwise all our work is for nothing.

It's very difficult to fight this problem. In my country we are underpaid, overworked and very tired of fighting the system. Other difficulty's that may contribute to this problem are usual related to the clients. They often don't listen to our suggestions, only think about profit, rentable areas, number of parking spots, etc.

It is very True that we need to improve, but most of the private architecture today is influenced by the demands and needs of the Builder or Developer. They have preconceived ideas that they wish to implement and profit is the main aim. Space Design is not a priority. To add to this, Architects don't get paid for the extra efforts that they do. So the attitude shifts to the thinking of " Lets just complete the project and move to the next one. "

i'd neither agree nor disagree... because as an architect, at one side designing for the user is really essential, but the otherside as an architect we need to listen to our client as a service. BUT our job is to make a midway between the side of user and the client :)

We practice and firmly believe in an internal mantra - "in the end, it is not OUR building - it is yours. We are just guides."

Personally I try to make a prior assessment to the needs of people who will use the future building and after it is builded, I try to visit and talk to the users to understand what could be better there. But I do it by my own, because none of the offices where I have worked have done it after the building is finished. And I think that an architect should meet the needs of the users to be a successfull project, otherwise can be pretty and published in a magazine but it doesn't scored the most important objectiv: satisfying the client and users!

I just returned from a post occupancy (informal) evaluation and the users were extremely happy. I think some of the statements are true but cannot be used to judge the entire industry, or all architects.

I'm an architect from Argentina, working for someone else, and i focus everyday on how i will work with the people and the profession in the future, because even i finish the career , i don't like how the architects work nowadays. I think you are right, the architects are thinking in the past, but it's difficult to find the correct way to bring what the people needs.

You are forgetting the ever more fact that architects have to compete over and over for projects and a primary factor in a client's decision making on which architect to hire is based on fee. Yes, many

architects and architectural firms have excellent skill sets on designing for the human experience, designing for their clients true needs, etc. But if the client isn't willing to pay for that additional upfront research, programming, dialog then maybe you should be not putting your entire focus on failures of architects, but perhaps the clients with their limited understanding of how investing more \$\$ (and dare I say more project time) to allow architects to do the better job that most are capable of.....we'd all be able to better improve our built environments. Architecture has become a world about getting results cheaper and faster. Cheap and fast don't typically yield the results anyone wants.

It would be very interesting to see the data gathering process that Starbucks used....I'd like to read that report.

I'm glad to help in any that makes Architecture more human and close to society!!!

Dear Christine, Thank you for the article! It resonated with my own masters dissertation to the very end. I would be quite interested to carry on a conversation around this issue, as I am currently working on a 6th year thesis project in architecture, aiming to reformulate the design/site analysis process into an inclusive social (and political, controversially enough) action where the role of the designer differs considerably from that which we learn to expect from traditional practitioners. In great part, I draw from the ideas of David Harvey when he sees the architect, rather than as an author, as the translator of social needs into space. As such, it cannot be expected that the designer be completely neutral -the translation will always show the influence of the translator- yet the authorship lies elsewhere, with the users and occupants of the space designed. It is a far leap from the narcissistic approach that we are commonly taught in architecture school, but a damn sight more fulfilling when you look to the results, in my experience. If the discussion and development of these ideas interest you, I'd be absolutely delighted to hear more about why/when/how you left the profession and where you have found a professional niche that serves your aspirations better. Likewise, if you are interested in reading the findings of my dissertation -where the ethnographic research for a school building in an informal settlement in Argentina was used for a case study- please do not hesitate to email me. Thank you again for the article, its nice to encounter others with the same line of reasoning!

I think we don't persuit more of people's needs because most of times they really are not sure what they want. For instance, in my country I'd always choose a kind of architecture that helps minimize the sunny weather, but the client always prefers the most chip choice, doesn't realize how this helps in long time. I start to notice that really good architecture is the one that get unnotice.

Regarding the comment about buildings that are underwhelming, such can be the case due to codes and budgets. However, the key is to provide more for the human experience than is being asked for or expected-a commitment to give more than asked. I was successful at residential architecture because I made listening and involving the client in the design and decision making processes. It did not threaten my ego, and it may have meant some designs were not 'state of the art' or magazine publishable, but it did mean the client was happy and at home! Architects need to care about people more than they care about their piece of 'art'. However, if they can marry the two, the better the product.

I was disappointed with the tone of the article. I'm not sure combativeness, combined with the fact that the author has left the field, will encourage more architects to change their methods or designs. I do agree that it'd be great to treat each building like an iteration of the next, like we have a lot of repeat clients and have the luxury of being able to "upgrade" from our last project with them, with their comprehensive knowledge of the building type & experience. We typically spend a lot of time in different settings and different activities with our clients as we go through programming. But we should be more proactive with soliciting feedback after the building has been occupied for a while.

You are generalizing to make a point but I hear you.

Client: "I bought an unevenness piece of land, on a great hill with some trees. I want you to plan a house considering a flat garden and falling down the trees" Should the architect listen to that?

architects always speak about people trying to understand their act but they never ask them selfs about listening > and i mean listening in order to do what they hope > we always deal with people as if we are the best and we could analyze their action in different spaces better than themselves >

I'm always interested in the "habitat" and in the feeling of the human beings that will live the spaces that i had thinking for they. I'm always drawing in my sketchbook (very rare in my university, except by a friend of my) looking the simple and daily of our existence in this world (in this world where the big forces are focused in the money and "develop" and "progress" and in this world where we have our lifes living and feeling precious things and facing the obstacles every day, moment to moment). Actually i'm feeling and studying my experience like a body (i'm a body) with antigimnastiquê and bioenergetics. I amphasize in the word "habitar" which it is translated in english like dwelling or inhabitat. And i'm very happy to have read your feelings and awareness about the architecture and how it's affect and touch to us. Thank you for your consciense :)

I Love space

I think that two things are happening. First, the technical ability for creating a building have grown exponentially do to the increase need for them to be more (more spaces, confortables, efficient, etc). And two, some see architecture as scale up sculture, and are more concerned with form than anything else Both things have led architects to forget that Architecture is an art, and any and all arts are ways of communication, so they don't communicate with the users, and that the way to do that is not thru the form of the building or the technical achievements it may hold, but thru the modeling of the spaces within them, spaces to hold persons, not uses.

THANK YOU. I have friends working in the field of interaction/user experience design and have been curious about how architects can learn from UX designers. What we create is so similar, but UX designers have created an entirely different way of thinking about users.

One of the most satisfying feelings is strolling through a building you have conceived and doing a mental check that it will perform as designed. One of my projects was for Porsche,their Australian headquarters service centre and showrooms in Melbourne which obtained an award for being not only elegant,but extremely functional. More recently the factory has instituted standardised design guidelines which, while useful,can be somewhat restrictive in a design process..this happens at corporate level with other clients, which is OK as in Starbucks round table imperative,but can stifle the freeform creative process.

Space (Architecture) is not always functional, sometimes is just Architecture.

I think that many of the practical data can be used on design processes, but they also can vary a lot depending on ethnic and culture of the country where they might be apply. At the end as architects we are seeking to fulfill our clients' needs, but sometimes it becomes a battle between what is "architecturally correct" and their personal "taste" .

Classical architectual studies are outdated!

Nop

I co-organize a meetup group in NYC that focuses on these ideas surrounding architecture and how the industry can improve based on entrepreneurship. Check it out- Architecture and Entrepreneurship. <http://www.meetup.com/Architecture-and-Entrepreneurship-Meetup/>

I've left a few on the post already, but good work. I hope this goes somewhere. I've forwarded it to most of my network already.

I've read your article and it was interesting to pass through the survey. But I really do not think that this studies will help change anything in the profession. Mainly because the profession is always specific to different locations. International practicing architects know it :) Wish you good luck :) Thank you!

Architecture is slow, slow to adapt new technologies, slow to respond to prescient needs of changing demographics, slow to evolve. However, it seems the profession is catching up now that the digital age is more fully matured and the advantages more understood in terms of more efficient form finding as well as data capture that informs the project in more meaningful ways. I agree that there are too many firms not responding to fundamental needs of the people using their spaces, and the firms that find more novel and meaningful ways of harnessing the digital tools available to create more responsive and community-driven spaces will begin to lead the profession in a more intelligent direction.

Sometimes the effort made by architects or designers is not enough in order to understand their client's needs.The studies and statistics are cold numbers and useless text. We need clients and occupants opened to cooperate and talk about their feelings and needs.

Very interesting article. There are many good and well intentioned architects working today but they get overlooked in favour of the image-driven form making nonsense that gives instant visual stimulation when viewed for 0.5 seconds on a website (without any people). The result seems to that most high-profile buildings are very poorly designed and are often dismal to experience, which undermines the public's confidence in our profession. Architecture = Zaha Hadid's latest soulless swoopy pile of white excrement, but the carefully thought out, welcoming and calming local health centre is never thought about in terms of being architecture.

Pages 15 - 19 of this document have been removed as they contained people’s place of work and their Twitter handles.