



Bright Operations LLC

# RHA Team Survey

April 17, 2019

Interviewed 16 people face-to-face and  
37 people participated in the firmwide survey

Jon Krueger  
Ashley Javadi  
Brian McClusky  
Erin Nelson  
David Dilettoso  
Bob Hidey  
German Vilarraga  
Lourdes Atienza

Ryan Kranz  
Daniel Waibel  
Garrett Hoskins  
Luis Enciso  
Craig Smith  
Teresa Sun  
Tim Smallwood  
Daniel Nielsen

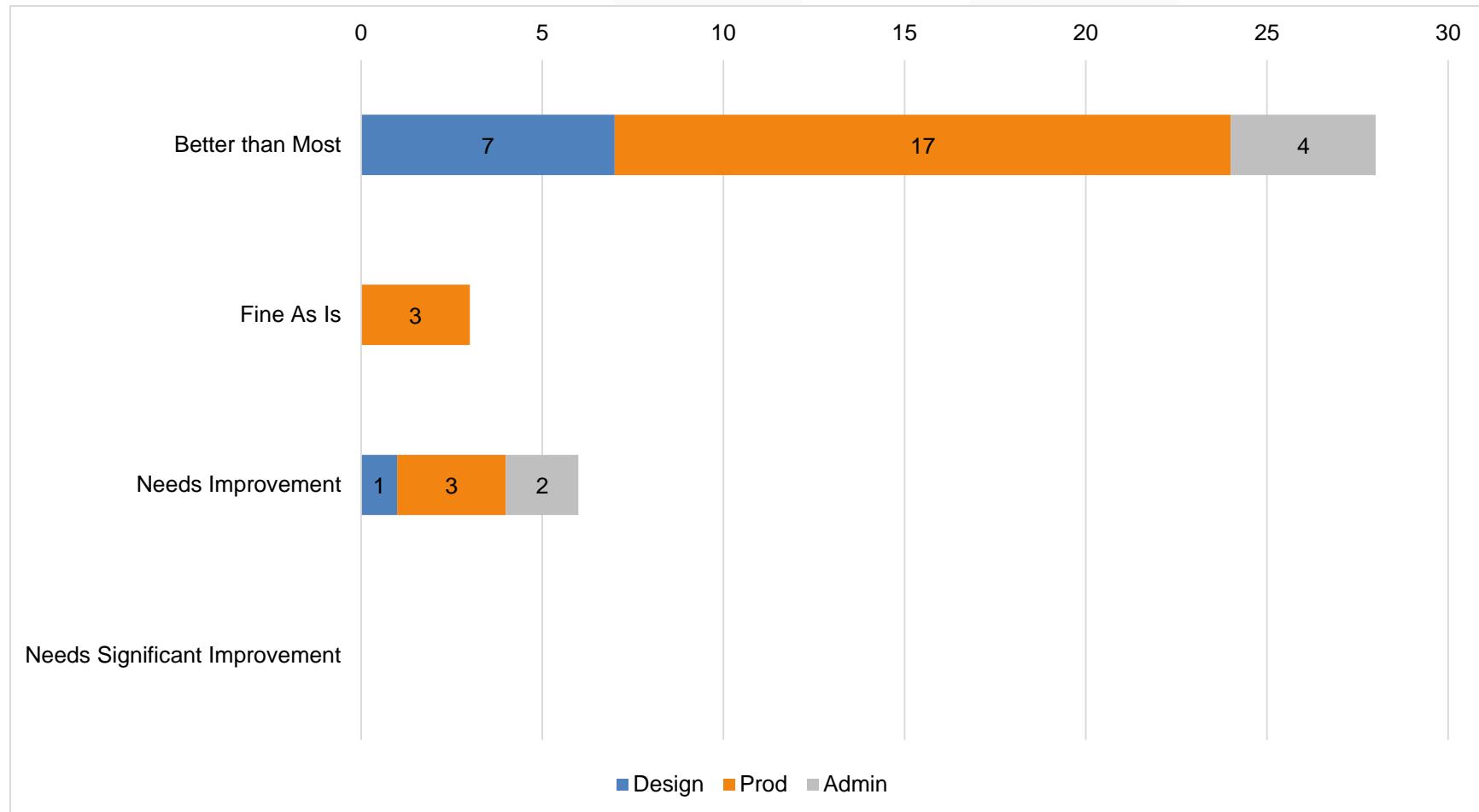
# Respondents by Team

## Survey Responses



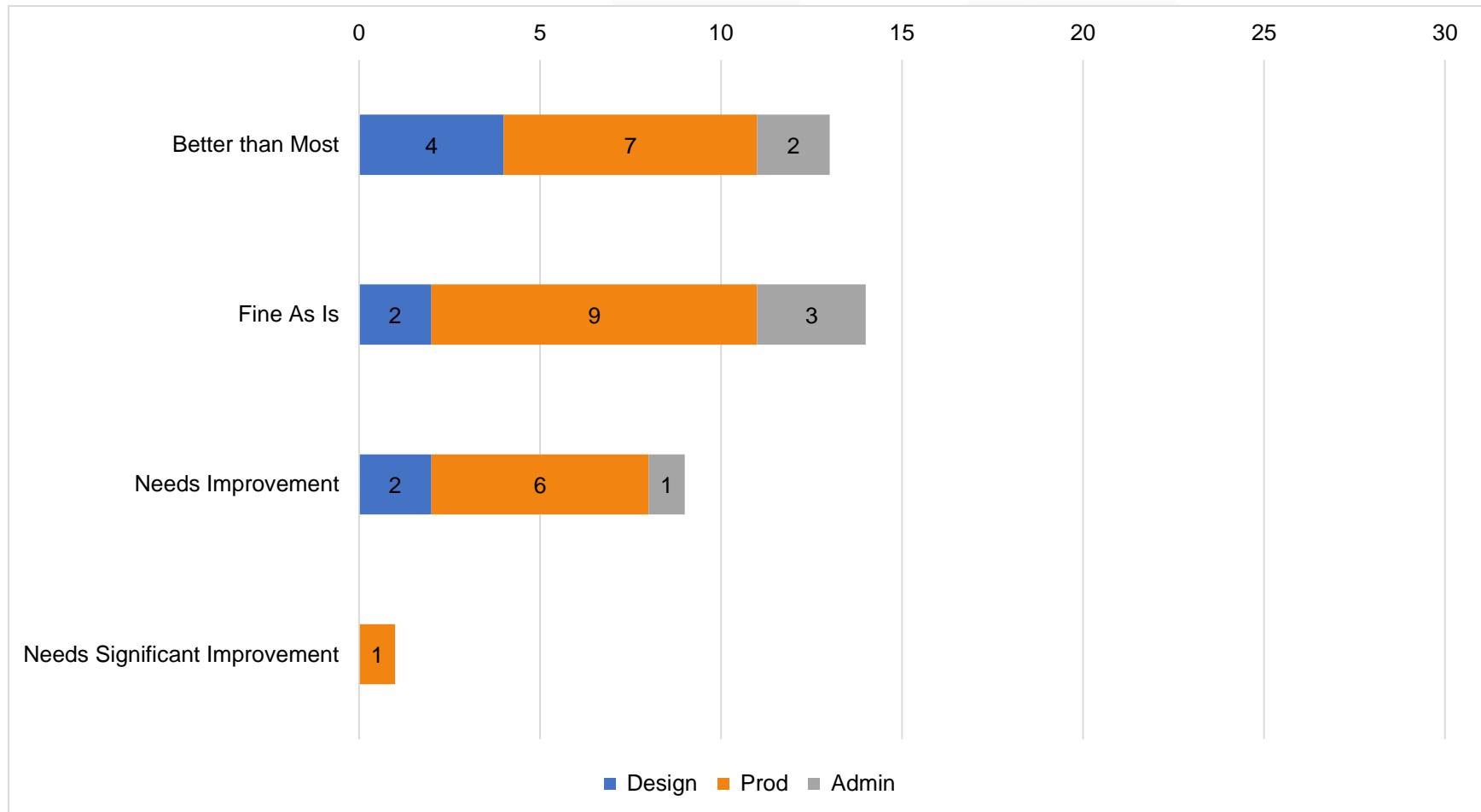
■ Design ■ Prod ■ Admin

# We have a strong design driven culture



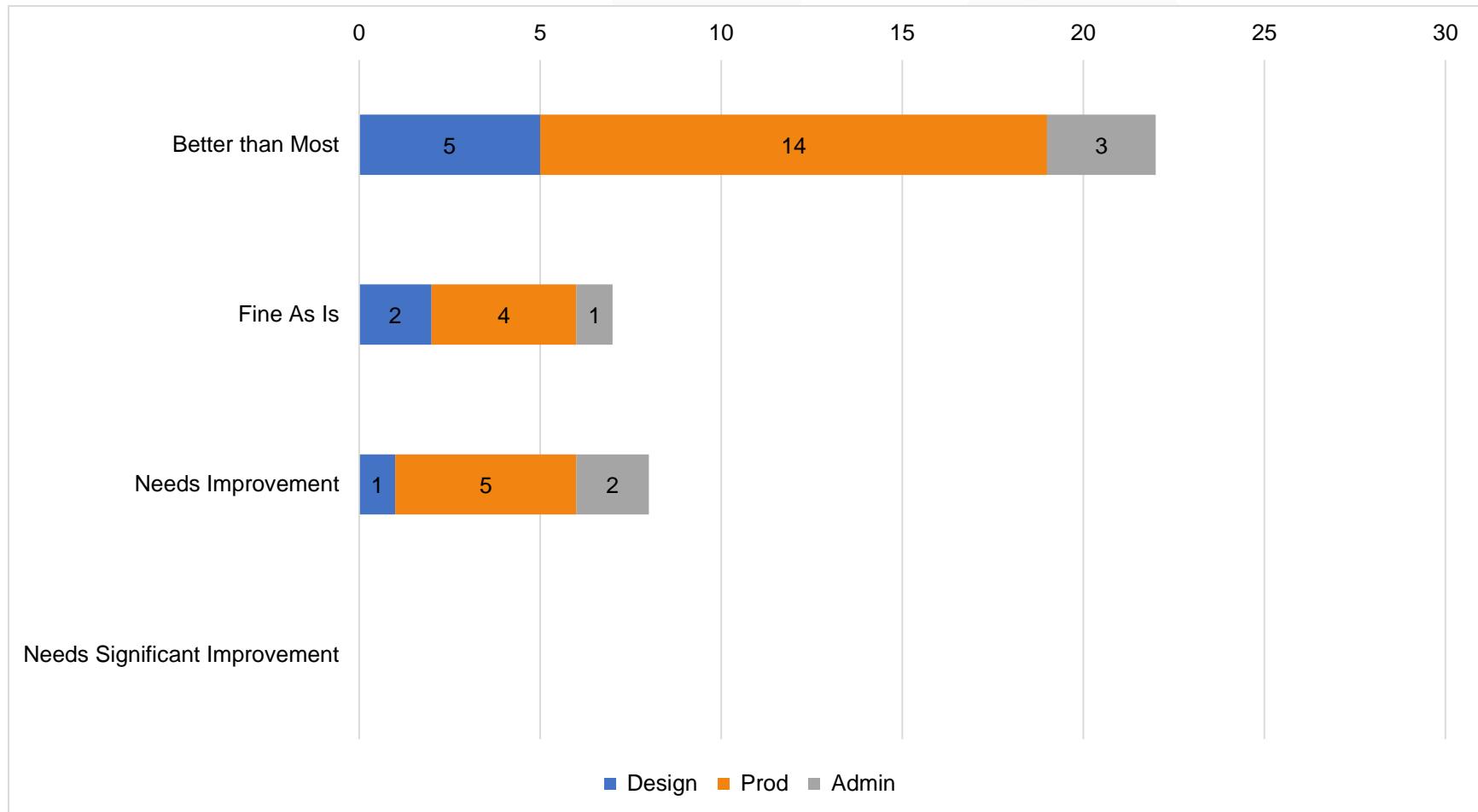
*“This is one of the better firms that I have worked for. The care and devotion to design is staggering and admirable. Knowing when to stop designing is a stronger skill. A skill that has yet to be learned.”*

# I am trusted to do my job well

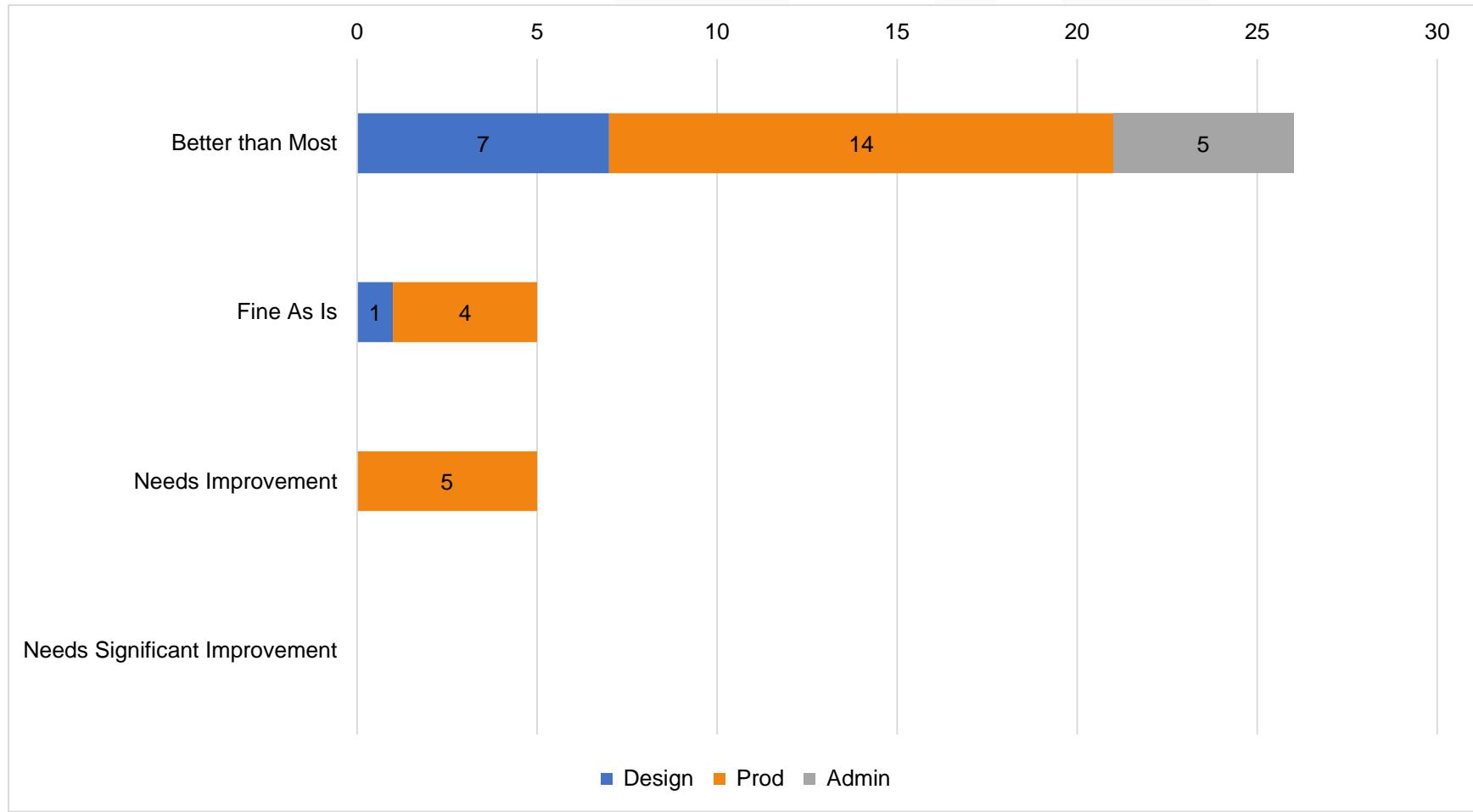


*“General lack of trust in  
managers to do their job is  
disappointing and uninspiring.  
Far too much emphasis on  
quantity (overtime) versus  
quality (effectiveness).”*

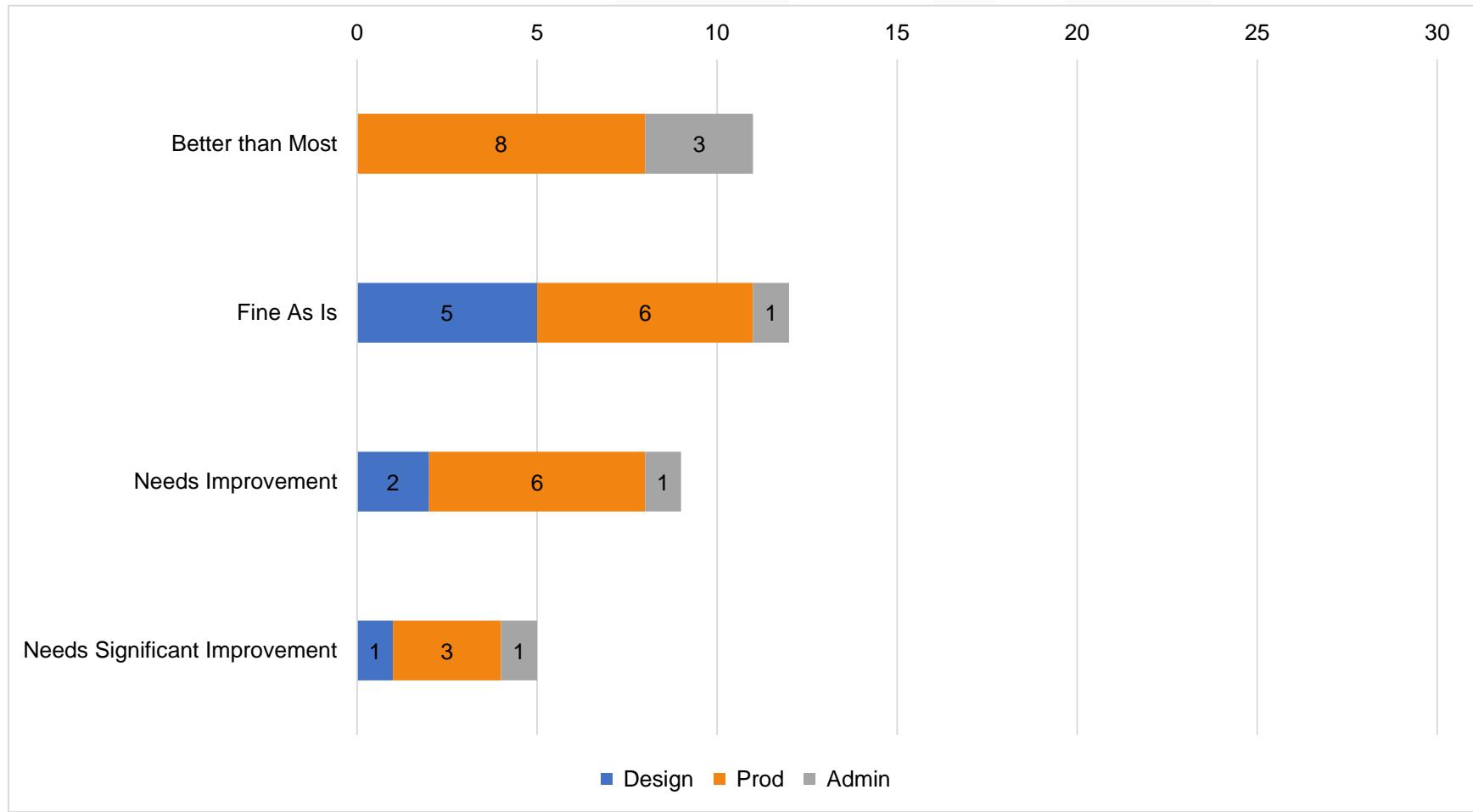
# We have high quality clients/projects



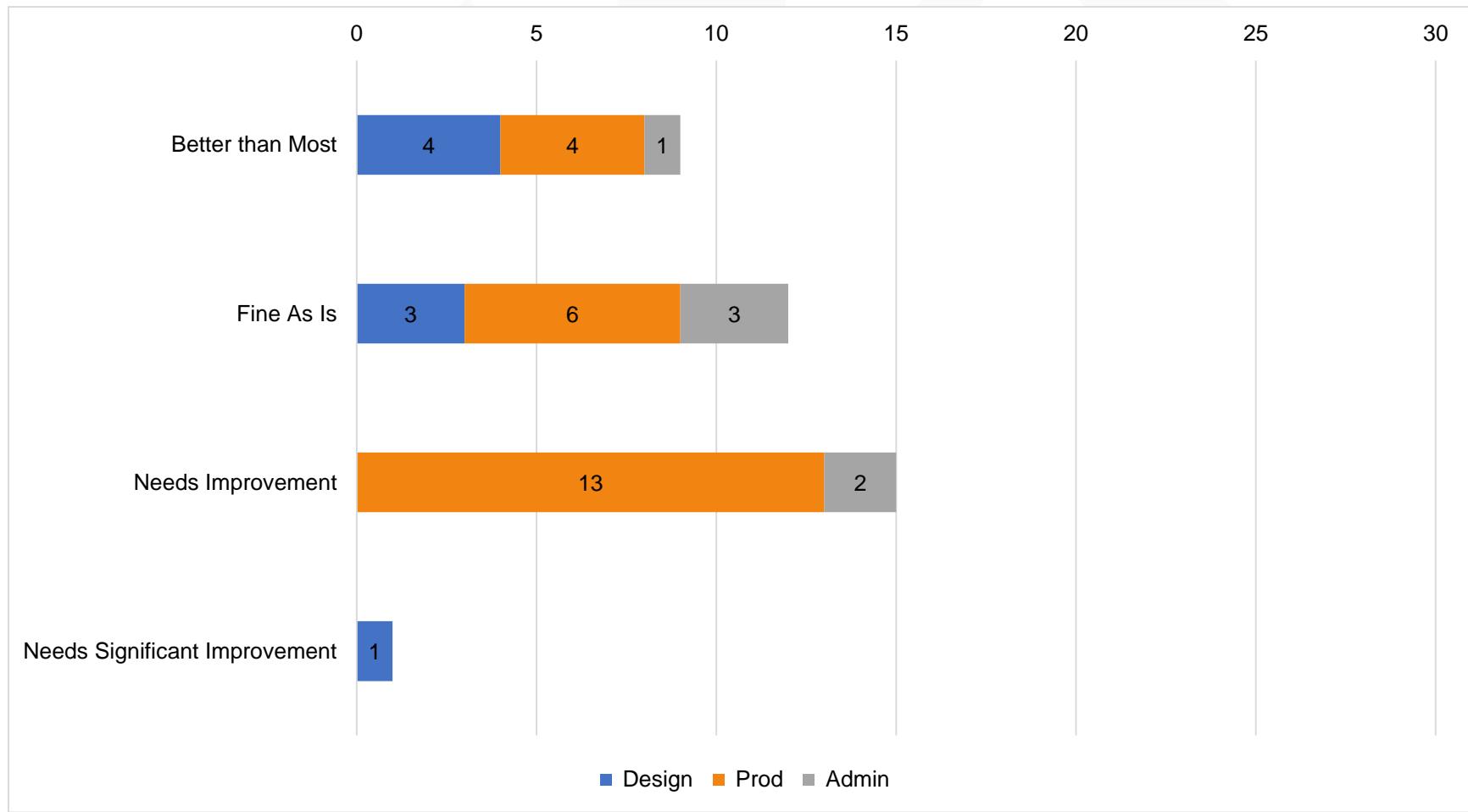
# We provide a high-quality product/deliverable



# I am recognized for my contribution

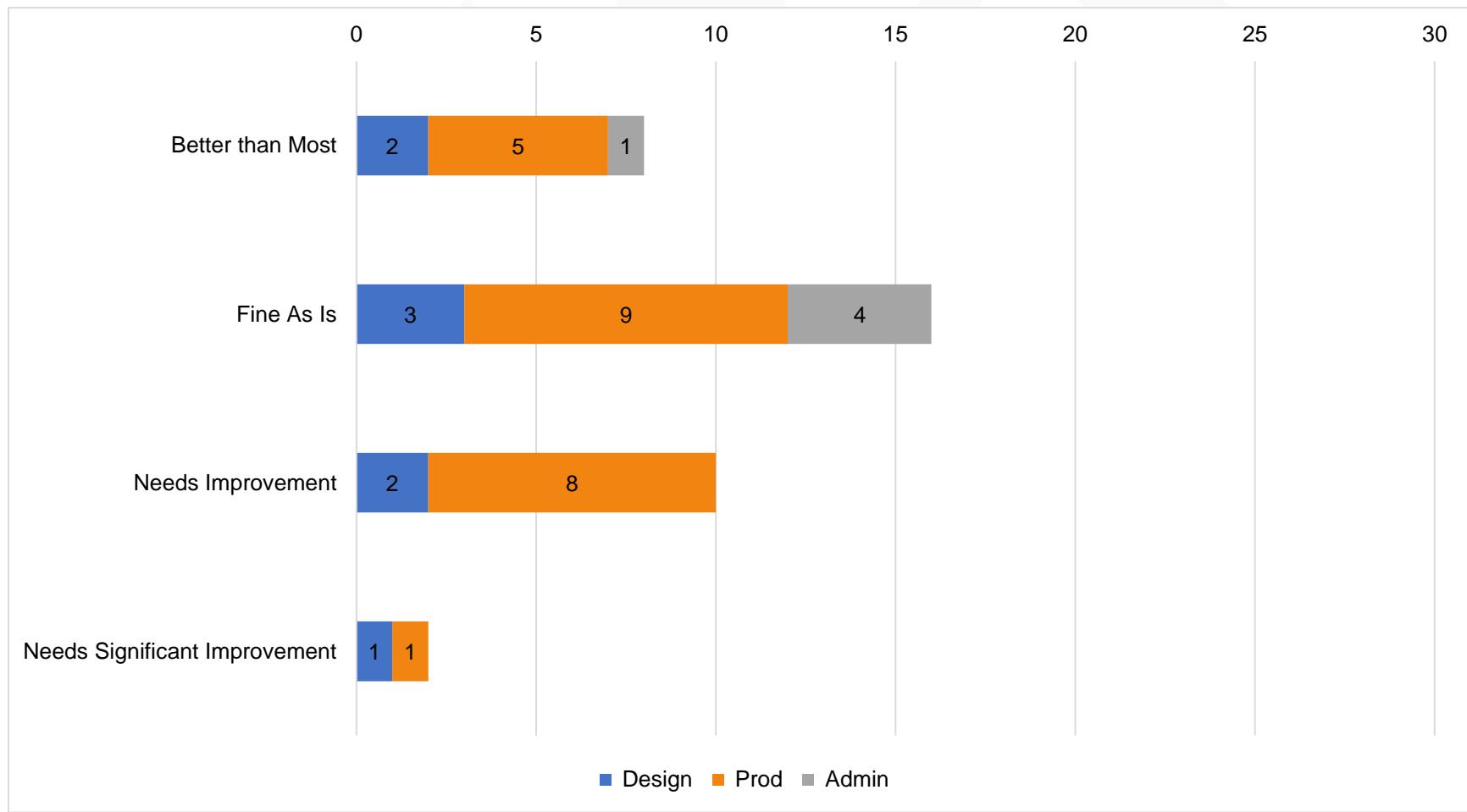


# Our project teams collaborate for the best outcome



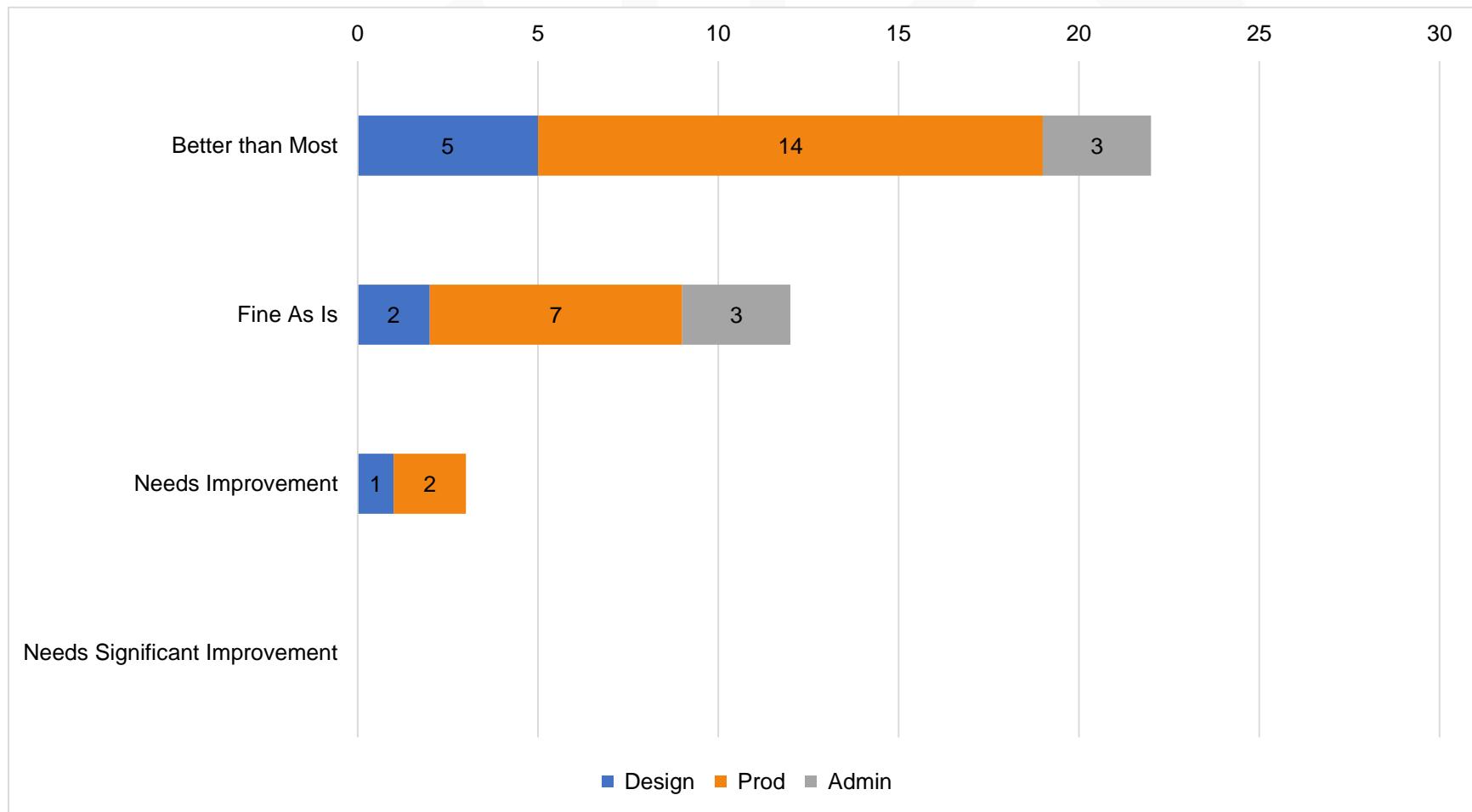
*“People are typically nice and willing to answer questions (reactive) but we do not collaborate to make a stronger product... there should be a feedback loop between design, production and/or construction admin.”*

# Our daily processes facilitate our efficiency

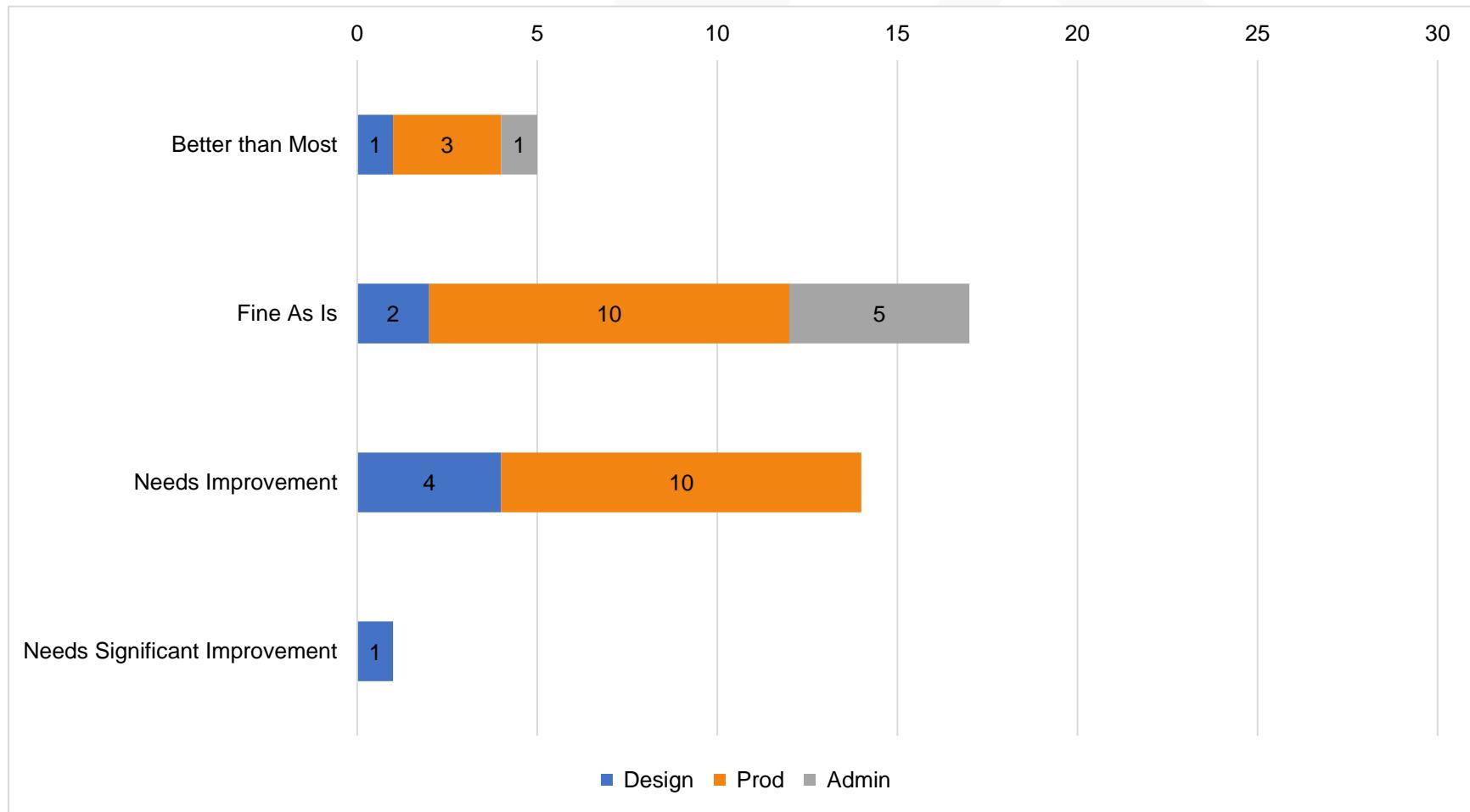


*“My efficiency is impacted by  
having to prove my compliance”*

# We have high integrity & company ethics

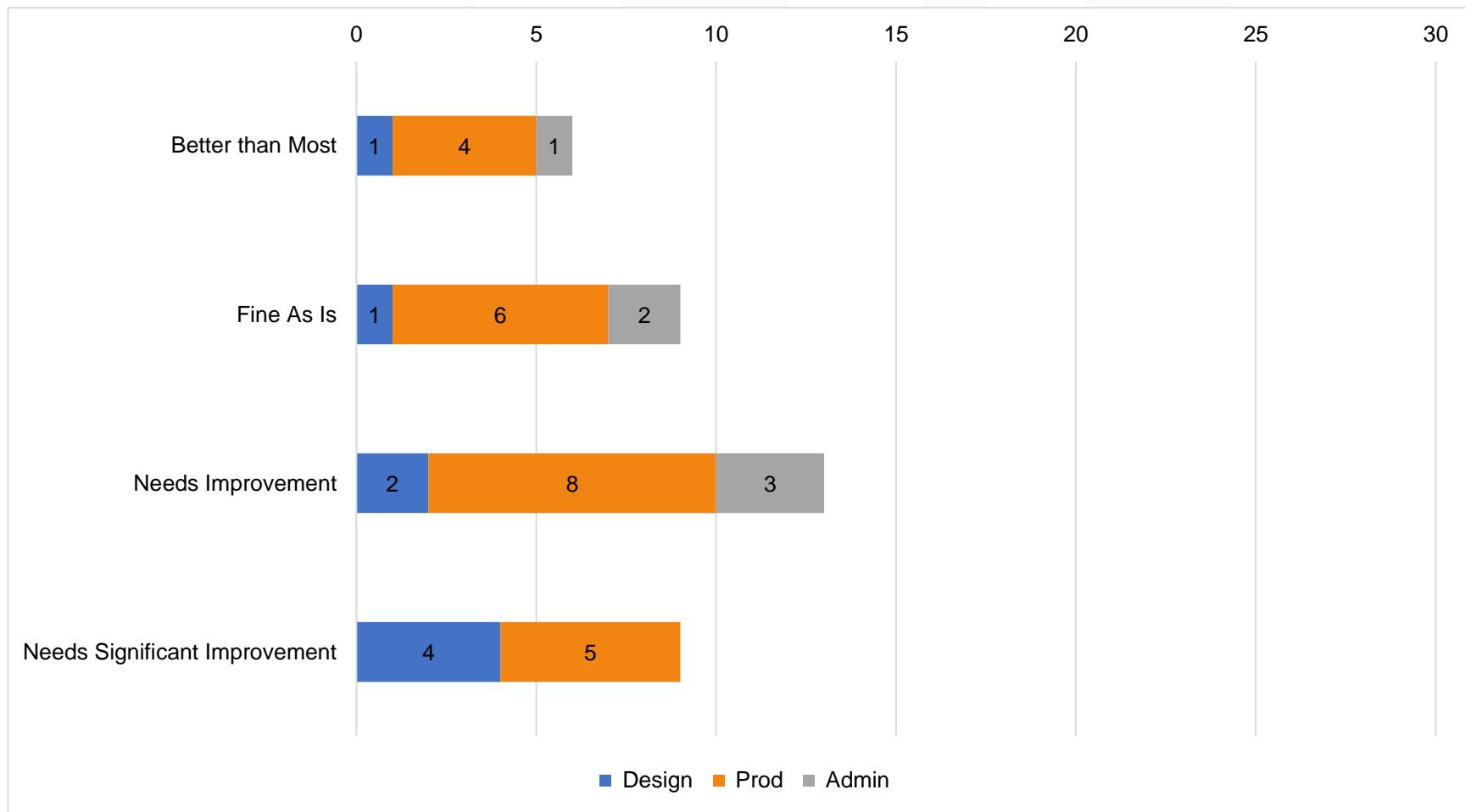


# We have continuity across projects

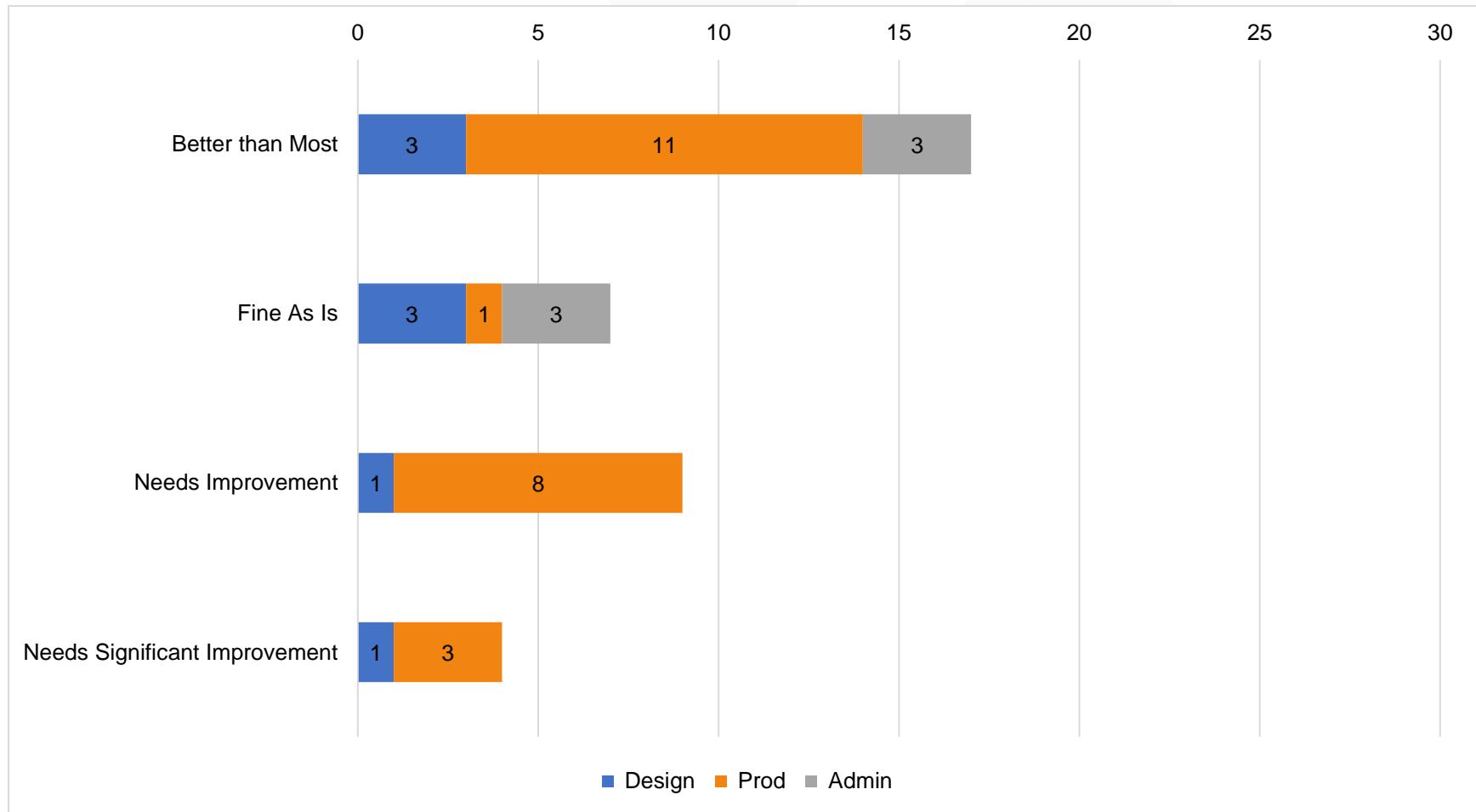


*“After SD the design is done, I turn “my baby” over to production and have no real connection to the final product. No lessons learned.”*

# There is transparency regarding project health, firm health, and pursuits

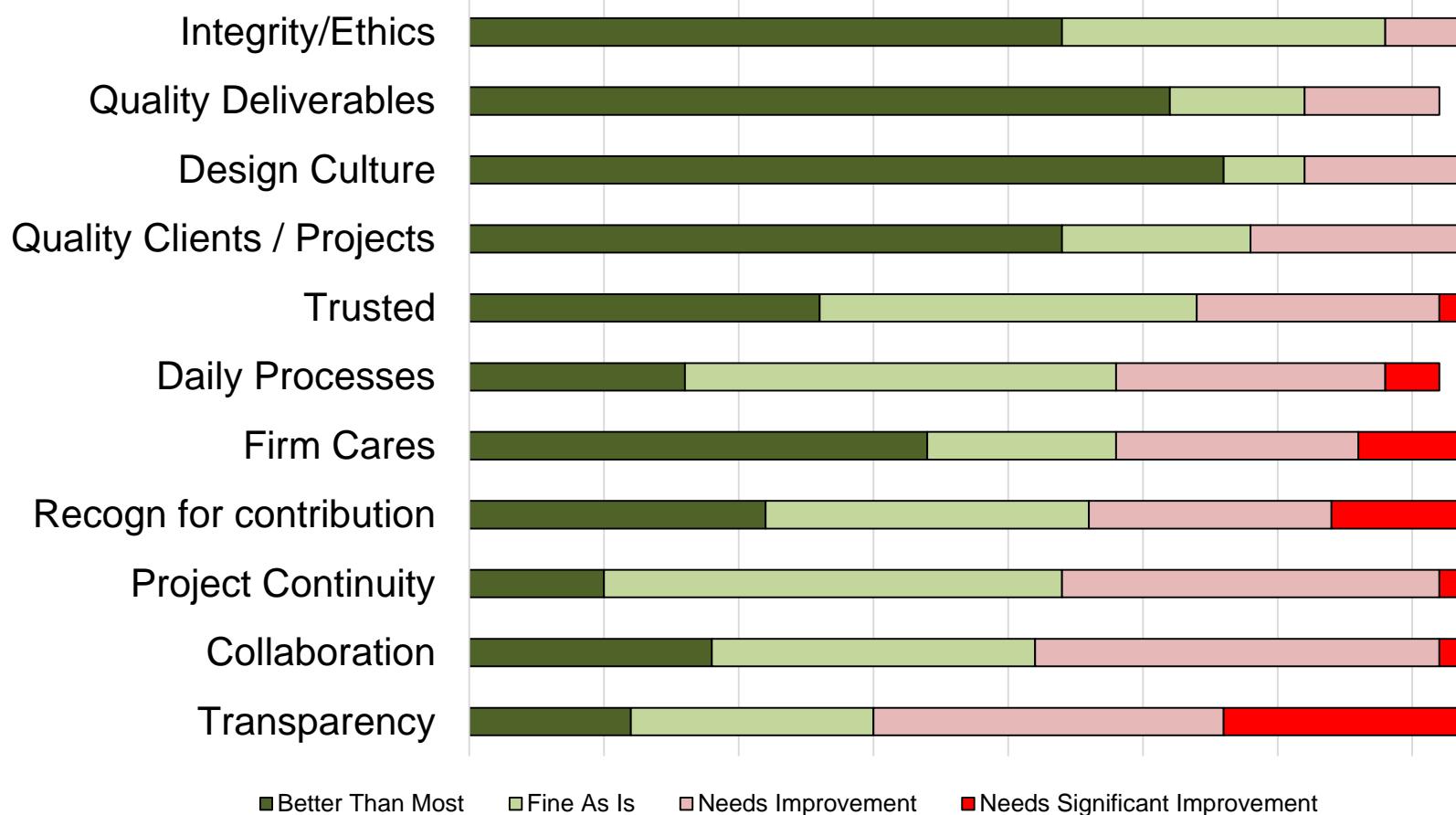


# The firm cares about their people



*“I feel blessed to be here!”*

# Ranking of Topics



Leadership

Vision +  
Growth

New  
Markets

Efficiency

Best of  
Bob

Other trends emerged

Bright Operations

# RECOMMENDATIONS

# Decentralize Leadership

Select a team to help manage the firm

- Recommendation: Form a Leadership Team that tears down the silos of the organization, discusses operational challenges, reviews backlog/ performance, team member growth, discusses company future direction.
  - Regular meetings

# Moderate forms and compliance without diluting quality

Forms, and “compliance” measures are important. They were instituted given concerns about quality problems that were a threat to the RHA brand. The pendulum has gone too far, and the over-compliance checking is hurting morale at the top and hurting efficiency at the same time.

- **Recommendation:** Convene a team to determine a new balance of compliance/forms to maintain RHA quality and improve efficiency

# New market process re-definition

What is the right process for any new market segment? What are the right standards to both honor the RHA brand AND the fact that other markets are more competitive and fee-driven?

- **Recommendation:** Innovate, as a collaborative team, a more efficient Multi Family process of architecture for design, production, and construction to take on this very competitive market.
  - Determine how/where to insert Bob's talent into the mix at the right time.
  - Determine the meetings needed for collaboration and decision making for conflicting viewpoints.
  - How does firm QA/QC impact this process?
  - How can scheduling be less chaotic?

# Expectations of Principal Roles and Title

New titles are associated with new expectations. What are those expectations? What lane am I supposed to be in? How to I contribute to RHA success?

- Recommendation: Define the role of the Principals both the title of Principal and the role of each Principal

# Vision Meeting

Once a Leadership Team is established it is important for the group to have aligned activities and goals.

- Recommendation: Have a Vision Workshop to determine your goals as a group, for the future. What does the firm have to do to be ready for growth, firmwide initiatives, etc.

# Recommendation Summary

1. Form a Leadership Team
2. Rebalance compliance processes
3. Design a process specifically for Multi-Family projects
4. Define the role and title for Principals
5. Establish shared Vision and goals
6. Recognition, recognition, recognition

Words that give you a sense of pride and connection to RHA's future



Transparency

Social Responsibility

Great Projects

Firm Growth

Professional

Continuity

Efficient

Integrity

Quality

Team Focus

Award Winning

Service

Collaboration

Fun

Creative Design

Leadership

Trusted