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design the next steps. It should be noted that one should never be married to the end result while proceeding through this process. The real solution to the need for change may in fact not be in a built project, but in organizational change. It is not until we have gone through these interactions with our clients that we can build a new system for them that will support them in the future in every aspect of organizational success. Inevitably, the journey that you will go on with your client through this discovery process will be in and of itself more valuable, to them and to you, than simply the end result. As important as it is to plan out the process, it is equally important to continually monitor your progress and to be completely open to redesigning the process when the need arises.

CULTURAL DEVELOPMENT

In the current state of the world of acquisitions, mergers, blended families, joint-use projects, etc., there is a real need for the development and understanding of a client's culture if a designer is going to have an appropriate level of insight to design the project. Even when working for existing companies, organizations, agencies, and individuals, there is often a "cultural void" in their own understanding of themselves. If there is not alignment on this level, the project is at constant risk of inherent conflicts that can develop from the individual whims of participants.

It is important to make sure that there is the right level of participation in a project by key decision makers. A core team of key representatives and stakeholders who will validate the proposed plan and provide direction and leadership throughout the process should be selected at the very beginning of the project. If an organizational vision exists, it must be reviewed and validated, and if it does not, it must be built. The core values of the client must be articulated and aligned with the stated vision. This provides the framework for decision making and should be constantly present as programming decisions are reached. The success of the programming effort can then be measured by the degree to which the program supports the organization's core values, vision, and objectives.