

Along with determining the evolution of the physical environment, cross-functional teams can be engaged to represent human resources, technology, and finance to direct positive thinking and activate powerful changes throughout all aspects of the client's business.

Strategic programming and planning strategies may include occupancy planning and analysis, project cost analysis, real estate acquisition analysis, contingency plans, and "what if" scenarios. Entrusted with the key executives' visions, the strategic programmer behaves more like an investigative reporter, studying the work processes, pinpointing creative and applicable ideas from observations, searching out issues that may directly impact the firm's business applications, and reading between the lines, gleaning truth from interaction.

Scenario planning adds a powerful dimension to planning strategies. This planning tool empowers the client to flesh out strategic issues and render alternative future images rather than relying on conventional planning techniques. By using scenarios, preparing for unexpected shifts in the business or the economy at large, the client may rehearse the future without experiencing associated risks.

Tasks that may be included in scenario planning include:

- *Identify the focal decision.*
- *Identify key forces in the local environment.*
- *Identify driving forces.*
- *Rank forces by importance and uncertainty.*
- *Select scenario logics.*
- *Flesh out scenarios.*
- *Analyze implications.*
- *Select leading indicators.*

The strategic programming/planning process has the potential to define for the client valuable insight as to

- *Decisions to be made.*
- *Driving forces.*

- *Predetermined elements.*
- *Critical uncertainties.*
- *Purpose of the spaces.*
- *How value can be added.*
- *Productivity gain potential.*
- *Risks and opportunities.*
- *Gaps between processes and expectations.*

In summary, programming is essential to an effective design process. It is a skill that will enhance the interior designer's problem-solving ability and focus creativity on the critical elements of a project.

Bibliography

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