

WORK+SPACE

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Keeping an Open Mind About Open Office Spaces

Rethinking Workspace in the Age of Innovation



By Jason Hughes | CSQ Magazine

Tech companies have influenced our lives tremendously in the last decade. Think Google. Uber. Facebook. Apple. They've also had an enormous influence in the past 10 years or so on office design. (Beginning with a love for bare brick walls and exposed-duct ceilings.)

Companies like Facebook, Apple, and Google have been applauded for their workspaces with open floor plans, numerous

cafeterias, on-site massages, and exercise rooms. Indeed, Google's goal is "to create the happiest, most productive workplace in the world." But while these floor plans appear in all of the "coolest offices" articles in Fast Company and the New York Times, we really have to ask a couple of questions:

Are employees happier?

Are they more productive?

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At times, running a company can feel like an endless hamster wheel of decision-making. Each day brings new challenges to solve, and as a business leader you may find yourself having to make executive decisions on your own. They say it's lonely at the top, but in reality, it doesn't have to be when you have a great team around you!

In the 25+ years that I've been running this company, I've found that the key to success is to embrace your team, and work to accomplish your objectives together.

Teams are so much stronger than any individual – and the collective energy of everyone working towards a common goal can be unstoppable.

For a very literal example of this, take John Jarvis' story on page 14 about his experience scaling a glacier with a group of people he'd never met from the National Outdoor Leadership School. Tethered with a single rope, the team members learned to trust one another with their lives as they worked together to summit Mt. Baker.

While a false move in business may not be life-or-death, having trust in your team is every bit as important. Consider the tech giants in Silicon Valley who know they must innovate or die. They depend on having the best and brightest employees to dream up the technology of tomorrow, so they do everything in their power to retain them. Workspace plays a big part in it, as you'll read in Tucker Hughes' article on how tech companies are winning the war for talent.

In this new era where culture is king, companies large and small are looking inward and paying more attention to the needs and desires of their teams. Many are rethinking their workspaces to give employees more interaction, more flexibility, and more fun. Others have elevated the happiness of their teams by championing community, camaraderie, and love.

This issue of WORK+SPACE is devoted to the idea that the most successful leaders are the ones who put their teams first. At Hughes Marino this has long been our model, and we're proud to say that it's paid off. In addition to being named a Top Company Culture by Entrepreneur Magazine, this summer we were named the #1 Best Place to Work in Los Angeles (medium company category), and we made the top ten in Orange County and San Diego as well. It's not to say that we're perfect, but it's a good sign we're doing something right.

Jason Hughes
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WORK+SPACE

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About Hughes Marino

Hughes Marino is an award-winning California commercial real estate firm that was founded on the belief that it is impossible to represent both tenants and landlords without a conflict of interest. Our team has been exclusively representing tenants and buyers for more than 25 years, delivering best-in-class service and unmatched expertise to companies across the nation.

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THE REALITY OF OPEN FLOOR PLANS

Keeping an Open Mind About Open Office Spaces

(continued from page 1)

Many companies have recently embraced open floor plans, my clients included. By turning their backs on the boring, vanilla cubicle layouts of times past, open spaces instantly convey that an organization is progressive and forward thinking. Accounting departments are also big on open floor plans because less square footage is required. In fact, today's office worker averages 175 square feet of space — down from 225 square feet in 2010, and 275 square feet in 2007.

Open spaces create a more casual environment that ignites creativity and promotes camaraderie among employees. Teammates can just ask a question across the room to get an answer from a co-worker. Meetings aren't always planned but happen spur of the moment as teams gather around a screen. Open floor plans also have another advantage — they can accommodate additional growth easier than a traditional floor plan with private offices.

But there's a downside to the increased conversation — a drop in concentration and productivity. As required square footage per employee has plummeted, so has long-term morale. With additional interruptions, it is harder to get work done. In fact, research tells us that after an interruption, it can take up to 23 minutes for an employee to get back to the original task. (And

most likely an employee is likely to be interrupted again before that 23 minutes is up.)

Open spaces have also created their own modern day office etiquette. If someone is wearing headphones, it is often the equivalent of a closed office door that communicates, "I'm trying to get some work done."

What's Needed to Make Open Floor Plans Successful

The problem is companies often look to the economic advantages of the open floor plan without looking at the rest of the equation. Yes, Google has open plan offices, but they are also very, very generous with perks, amenities, and common areas.

The advice I give to my clients is that if you choose an open office plan, you also need to budget for the communal areas, amenities, and smaller private spaces that contribute to company culture — or brace yourself for a drop-off in productivity. Be prepared to dedicate up to 15% of your square footage to these spaces. These common areas encourage the serendipitous moments that contribute to cross-departmental conversations, while helping employees stay engaged and be productive.

ESSENTIAL ELEMENTS

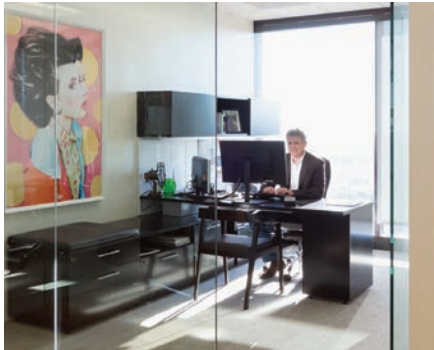


+ Lounges. Offer your employees places where they can get away from their desks and still get work done.



+ Common brainstorm areas. Create shared spaces or breakout rooms with white boards where teams can spontaneously collaborate and share ideas.

ESSENTIAL ELEMENTS



+ Private workspaces. Be generous with offering private areas where employees can work uninterrupted in silence in order to meet deadlines or make private calls. This is often what employees in open space environments crave the most.



+ Recreation areas. Ping-pong tables are almost a cliché, but giving your employees a place to blow off steam makes the workday more enjoyable and helps build friendships.

“ If you choose an open office plan, you also need to budget for the communal areas, amenities, and smaller private spaces that contribute to company culture.

Do What Works for Your Company Culture

Take time to thoughtfully plan a space that will enhance the culture of your organization.

Our headquarters at Hughes Marino offers numerous private offices, some shared offices, and a small open work area, along with plenty of communal space. We have a spacious living room with large, comfy sofas on the first floor, a communal kitchen where employees share lunch, multiple conference rooms for collaborating, a fully equipped gym, and a game room. (Yes, we even have a putting green.) This hybrid approach offers all the best aspects of an open plan space, while still ensuring that everyone gets the privacy they need to concentrate and focus on their work.

If you're thinking of renewing, expanding, contracting, or relocating to new office space, be sure to give Hughes Marino a call and we can help you make the most of your existing space or help you find a new location. □

This article originally appeared in CSQ Magazine.

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Culture, Community & Love – A Business Advantage?

By Tucker Hughes | CSQ Magazine

The most successful companies on the planet all share one thing in common. They are world-class recruiting machines and have mastered the art of identifying, securing, and training both the current and future superstars of the professional world. Perks are rampant, pay is high, and prestige unparalleled. It begs the question: What can small or medium-sized companies do to compete with what are oftentimes billion-plus-dollar conglomerates that suck up the most qualified candidates from the job market? Fight them with culture, community, and love.

Culture

The best cultures are authentic, fully understood, and completely embraced by their teams. They boast a concentrated dose of commitment to their company's shared values and, like most important things, take a long-term commitment to fully optimize.

Daniel Coyle, author of *The Talent Code*, has dedicated an enormous part of his life to researching how to be an expert. The biggest predictor of success at developing a new skill? Here's a hint: It's not just "practice" alone, but rather mentally committing in advance to pursue a goal for a long period of time. This is applicable to culture in two ways. First, a company must take an extremely long-term approach to refining and mastering a culture suitable for its organization. Equally important, each member of the team needs to be fully devoted. The combination of these two ingredients is a powerful inducement to developing a world-class culture.

Another critically important piece of culture? Building shared habits as a team. One of the most compelling



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"The best cultures are authentic, fully understood, and completely embraced by their teams."
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examples of this in action is the story of Alcoa's success under the leadership of Paul O'Neill. Alcoa is an enormous manufacturing conglomerate primarily working with lightweight metals like aluminum. O'Neill took over as CEO in

the late 80s and his first act as captain was to announce a myopic focus on making the company the safest in America; undoubtedly a challenging task when its core business consists of handling dangerous machinery and scorching hot metals. Investors were terrified. In their minds, profits should be the focus, and nothing else.

What they failed to realize is the chain of events that this new safety initiative set into motion. Everything in the manufacturing process was put under scrutiny, and the shared focus, coupled with a reduction of material waste, dramatically lowered costs. Disability and training costs also went down, and productivity soared. The side effect that was most important to the company's growth, however, was strong internal communication and the free flow of new ideas. In only 13 years' time, Alcoa quintupled its net income.

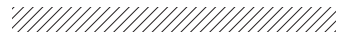
Community

Warren Buffett often references something he calls “the institutional imperative.” He defines this as the tendency of executives to mindlessly imitate the behavior of their peers, no matter how foolish it may be to do so. Not something I would want Mr. Buffett himself to ever accuse me of doing, but nevertheless, this concept is on full display in many highly visible companies across the world. And unfortunately, it’s a trap that is easy to fall into as we all are innately conditioned to be similar to our peers. That being said, through a strong sense of community, some outliers are able to maintain a distinctly different approach to their business operations.

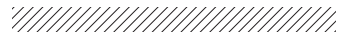
Bridgewater Associates is one of the largest hedge funds in the world, managing over \$150 billion in client assets. It has become extremely well known not only for its expert investment track record, but also for some weird quirks. Most notably, it has a management philosophy of radical transparency. Gossip is forbidden;

however, public criticism – even of the executive team – is somewhat expected. What would be otherwise private conversations are recorded and kept on file for team members to listen to at their leisure.

While this might be a little extreme for industries that aren’t purely quantitative in terms of performance, there is a lesson to be learned here. Being on the same page and having your team members truly respect



"Great teams love one another. They love what they do and the spirit in which they do it."



one another, to the point where they can voice their opinions publicly, is extremely important. It also guarantees that problems will be surfaced and swiftly dealt with in a satisfactory manner. After all, if they aren’t handled appropriately, no one will be allowed to gossip on the subject.

This type of community creates high personal accountability for every person on the team. Getting to the “truth” really matters. So does productivity, the single biggest bottleneck of which is often decision fatigue at an individual level. One can only work so long without succumbing to mental exhaustion and seeing large drops in daily performance levels. Even harder is maintaining focus while being micromanaged. If your team is fully invested in accomplishing its defined goals, there is little risk of problems developing due to lack of oversight, and a lot to gain from the increased attention span and workflow.

Community gives us belonging, promotes open communication, and creates an atmosphere of accountability. All of these are critically important ingredients to turbocharging company growth and avoiding costly pitfalls.

Love

Finally, what does love have to do with it all? Great teams love one another. They love what they do and the spirit in which they do it. It puts them in a reflective position where they are no longer in it for themselves, but rather in it for each other. Take care of the team, and they will, in turn, take care of your clients.

It’s important to remember that exceptional corporate culture is an anomaly. Even with dedication and consistent effort, the most developed of teams can unfortunately revert to being average. It’s everyone’s responsibility to create an amazing place to work and, just like financial success for the company, it has to be earned every single day. □

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A shared sense of love and community took these Hughes Marino teammates to new heights this summer when they summited Mt. Whitney.

How Lease Administration Services Are Saving Executives Time and Money

By Ed Muna

As today's business leaders strive to stay ahead of the competition and grow their bottom line, the last thing they have is spare time to spend worrying about real estate lease obligations. This includes the burden that may be put on a finance department or a facilities team whose efforts are better utilized focusing on the work environment.

The load becomes even greater as the number of office locations increases. While an Excel spreadsheet may be useful for managing a few sites, it can prove to be error prone

and risky as the company grows. This is precisely where a lease administration service can prove invaluable.

Much like they outsource tax preparation, payroll, and other non-core functions, more and more businesses

are taking the opportunity to add an experienced lease administrator to their team.

A common goal of the companies retaining lease administration services is to keep track of key dates so they don't miss important deadlines and rent changes. While this is one important function of lease administration, it merely scratches the surface. A good lease administrator will go much deeper into understanding the lease contract and, in many cases, uncover opportunities that can reduce risk and save money.



Consider how much changes between the time when a lease is negotiated and when it runs out. People involved on both the landlord and tenant side of the equation come and go, and all too often key provisions that were negotiated in the lease get lost in the shuffle, ultimately never materializing. This results in missed opportunities and oversights that may wind up costing the tenant a significant amount of money.

For a real life example, Hughes Marino was recently tapped to take over lease administration for a business that had exercised a series of complicated contraction and expansion rights over a period of years. Through our investigation and review, we discovered the tenant was paying for space that had been returned to the landlord via contraction right. All said and done, had this not been discovered, the tenant would have ultimately paid an extra \$40,000 per year.

In another case, we were brought in to take over lease administration for a business four years into its 10-year lease. We quickly uncovered that the tenant had negotiated a one-time termination right after five years. Although the space continued to meet their needs and they were not

planning to exercise the right, they were now able to use the option as a way to revisit market conditions and renegotiate the lease (which otherwise would have been above market over the balance of their term). The result was thousands of dollars in savings for our client.

It goes without saying that, in both cases, our clients were relieved to know they didn't miss valuable opportunities, which otherwise could have cost them a small fortune.

As your business continues to grow, and you continue to focus on its future, consider adding a lease administrator to your team of trusted advisors. Outsourcing the management of your lease obligations to an experienced lease administrator not only lightens the load your internal resources have to bear; it can also help uncover viable opportunities for savings. More importantly, it will allow you to focus on the core functions of your business, while preparing for a bright future. □

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Beats By Dre's show stopping headquarters isn't just eye candy – it's a hiring tool.
Photos by Jasper Sanidad.



How Tech Companies Are Winning the War for Talent

By Tucker Hughes | Entrepreneur

Tech hubs are springing up across the country and not necessarily in areas that might initially come to mind. Cities around the country from Eugene, Oregon, to Charleston, South Carolina, as well as places in between, are catching the innovation bug.

And with tech hubs blossoming nationwide, both startups and established companies are competing for top talent.

So what's drawing software engineers to Kansas City, Missouri? The short answer is that successful tech companies are creating not just job opportunities but lifestyle opportunities to attract the highly skilled work force they seek.

Winning the War for Talent

The same is true about their desire to retain employees. Tech companies in New Orleans, Austin, Texas, and Provo, Utah, are trying to keep employees happy by creating the lifestyles that techies crave in hopes that such workers will stay put and not decamp to Silicon Valley. These companies know what their employees want and seemingly will go to any lengths necessary to deliver it. Their strategy is to create office environments too attractive to pass up — or too accommodating to give up.

Consider the fact that on average people spend 54 percent of their waking hours at work. Knowledge workers spend even more time in the office. This means that leaders effectively control their team members' environment for more than half of their waking hours. Do business owners, influencers, designers and architects realize how important it is to make their company, culture and environment shine? Do they realize that it all begins with what's within the walls of their office spaces? Many do — and they are willing to pay for office upgrades and amenities as retention levels prove that it's worth the added investment.

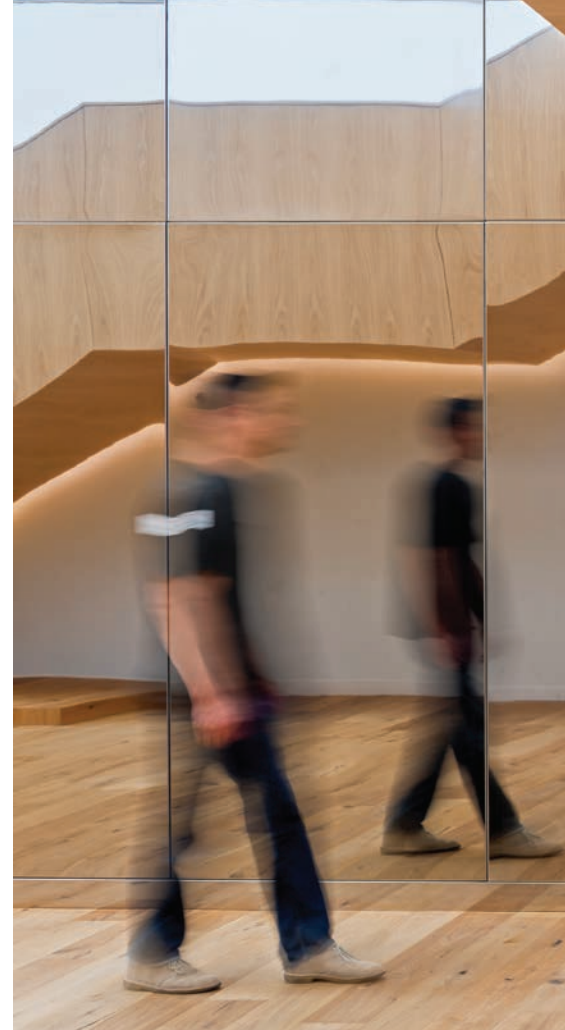
When companies have a lot of money on the line, solutions are often

found very quickly. If companies can attract top talent, increase revenue and productivity, reduce churn and subsequently a myriad of other costs, then does it matter if they pay a little more in rent every month? Absolutely not, and this is the way tech companies do business. They have moved away from dedicated work spaces in favor of more functional and open work environments.

Government agencies reducing office square footage.

Yet wouldn't higher utilization rates of work stations allow them to reduce their overall square footage and subsequently their rent? On the surface, less overhead and more productivity sounds like a win-win. That type of approach will work for some organizations. The General Service Administration has embarked on a plan to cut its real estate footprint 28 percent. As a result, many real estate experts across the country are citing a potential reduction in office space per employee as an imminent threat to commercial real estate portfolio owners.

After all, it would only take a small percentage of decrease in the average space per worker across the board to cause markets nationwide to be drastically overbuilt.



The doomsayers are correct in saying that companies have the option to decrease their overall square footage, and some have done so. This may work for the GSA, but rest assured, technology companies are doing the exact opposite of what the GSA has proposed. Indeed, tech firms determined to attract and retain top talent are spending more per employee — and they are happy to do so.

Tech firms offering workplaces decked out with amenities.

You see, as strange as it may sound, increased cost, even when coupled with fewer dedicated work spaces, is not a bad thing. It's merely fulfilling tech companies' modus operandi for them to re-energize their facilities with updated common areas that can enhance company culture. In these offices, there may be a pool table, a game room and a gym. There's probably a fully stocked kitchen. The point is, these extras enable them to recruit the talent they need to thrive.





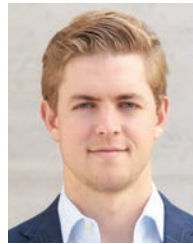
“**Tech firms determined to attract and retain top talent are spending more per employee — and they are happy to do so.**”

Shrinking the size of the office to save money is frankly tripping over dollars to pick up pennies. Investing in appealing real estate is one of the most effective ways to attract and capture the coveted tech talent, and it's a trend that's here to stay.

Evidence of this trend can be seen in tech offices all over the country. More often than not they are

located in areas experiencing a renaissance of sorts — places with coffee shops and restaurants within walking distance. The offices will be close to transit centers, shopping areas and after work hot spots. The reason is simple: Young innovators want to be stimulated socially, physically and mentally at all hours of the day. Their employers are seeing to it that they provide precisely this type of inspiration.

Silicon Valley is somewhat of an anomaly because most of the companies there that are committed to recruiting and retaining top tech talent are so big that they have included many of the amenities that their work force needs in their monstrously sized office campuses. This has reduced the need for nearby shopping centers although plenty do still exist. Most of these big Silicon Valley firms do



Tucker Hughes
Managing Director
Hughes Marino, Inc.

have shuttle buses that run into San Francisco to cater to their urban team members. A lot of companies are choosing the city over the valley for their corporate headquarters, though. Some of the innovative companies that are pioneering this movement are Twitter, Salesforce and Dropbox.

The future growth of tech companies is virtually limitless, and the real estate development surrounding these emerging tech hubs is already — or will soon be — commensurate with the influx of talent. Watch and see. □

This article originally appeared on Entrepreneur.com.

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Hughes Marino's new office in West LA offers all the comforts of home.

Inside Hughes Marino's New **West LA Office**

Step inside Hughes Marino's newest office and you'll feel like you've been transported. Perched high above the 405 freeway, the spacious office in Westwood Gateway is a warm, inviting oasis amid the noise and bustle of West Los Angeles.

The award-winning California commercial real estate firm recently moved into the new space after it outgrew its smaller office in the same building. As with Hughes Marino's other offices, COO Shay Hughes had a singular goal in mind during her design phase: To create a home-like atmosphere where the company's culture would thrive.

At the center of the office is a long farm table where team members gather for breakfast, lunch and snacks throughout the day. It creates an anchor between the fully functional



“

We value the happiness of our team more than anything, and we want everyone to look forward to coming to work here.

kitchen and the rest of the space. Gleaming marble counter tops – rarely found in an office setting – hold dual espresso machines, bowls of fresh fruit, and well-stocked candy jars.

"I love decorating with candy," Shay laughs. "It's a theme that we've carried through all of our offices." Vintage glass jars filled with sweet treats inject color throughout the space, while candy-themed art adorns the walls. The giant-size 'Tropical Skittles' piece by sculptor Gary Polonsky looks real enough to eat!

"Art is incredibly important to workspace design," says Shay. "We select the art for our offices early in the design stage, then choose finishes and furnishings to complement it – not the other way around." Artists featured in the space include Robert Mars, Jimi Gleason, Anja Van Herle, Pedro Bonnin and Jennifer Esposito. Each piece is more eye-catching than the last, with playful subjects and brilliant hues reflecting the creative energy of Los Angeles.

Other homey details include custom couches from Rachel Ashwell Shabby Chic Couture in nearby Santa Monica, fresh flower arrangements, and framed photos of team members' families displayed on a gallery wall. A photo slide show with more than a thousand images of team members plays on the large flat screen TV in the office's "living room," contributing to the feeling that the Hughes Marino team is more like a family than coworkers.



Hughes Marino COO Shay Hughes



Peek inside the fridge and you'll find everything you need to make sandwiches and more. Weekly grocery deliveries ensure that Hughes Marino team members never go hungry, while an on-site gym helps them de-stress and keep fit. Height adjustable desks that allow employees to stand while they work are one more way that the company has invested in its employees' health.

"We value the happiness of our team more than anything, and we want everyone to look forward to coming to work here," Shay says. "Walking into your office every day should be energizing – not draining. We try to

show our clients that by putting extra care and attention into the workspaces they create, they can reap huge benefits by improving the spirit and productivity of their teams."

Looking out across panoramic views from Downtown LA to the Getty Museum, it's hard to be anything but inspired. But if you're still in need of a morale boost, grab a partner for a game of shuffleboard. Inscribed on the full-length table is a theme that perfectly encapsulates the company's special culture – Hughes Marino core value #3: "Enjoy the Journey." □

This article originally appeared on OfficeSnapshots.com.



ANATOMY OF A HIGH PERFORMING TEAM

Learning to Lead, Follow and Trust
on Mt. Baker's Easton Glacier

BY JOHN JARVIS





rescue under a somewhat controlled circumstance. I raised my hand to volunteer, and I was only too happy when one of my teammates was given the honor to jump into the crevasse.

We faced challenges, including cold, wind, rain, fog and a delayed summit bid. We also had laughter, good food and plenty of time for sitting without cell phones and reflecting on the awesome beauty of the natural setting all around us.

It wasn't until I returned home that I had the opportunity to reflect on a key aspect of the trip — when my wife said, "Wow, everyone got along so well. Isn't that a bit lucky for a group of strangers all coming together and meeting for the first time?"

She was right. Our thrown-together crew, ages 22 to 52, was able to come together, bond quickly, and execute effectively as a High Performing Team. On the basis of this experience, I propose that there are three ingredients that enable every High Performing Team to succeed.

We gathered on a Wednesday morning at the Pacific Northwest Branch of the National Outdoor Leadership School (NOLS). Seven students and two instructors all meeting for the first time with plans to spend a week together living on Easton Glacier, learning the skills for safely navigating, climbing and, hopefully, summiting Mt. Baker's ice and snow.

We didn't interview for this assignment, and we never saw one

another's resumes. Several of us, myself included, had no previous snow camping or ice climbing experience. The only thing we all had in common was NOLS. This was a NOLS Alumni trip, and all of us had been previously



John Jarvis
Senior Vice President
Hughes Marino, Inc.

schooled in the NOLS Leadership Model on some trip, on some continent, some number of years prior.

We set up our base camp on the snow and spent three days practicing the skills we would need during our climb. We learned the ice axe self-

arrest and the toe-kick foot-hold with the Paul Petzoldt rest-step, which, when properly executed, effectively builds and refines a staircase to the top for the team members to follow.

We learned to walk as a rope team and to protect said rope while wearing sharp metal crampons. We even had the opportunity to practice a crevasse

1 Core Values

High Performing Teams are built around a foundation of shared values. In my work at Hughes Marino our 10 Core Values are our highest priority. We hire to them, we talk about them a lot, and we do our very best to live by them everyday.



The NOLS Core Values are similarly prioritized and articulated through the NOLS Leadership Model. If you have been through a NOLS course then you have learned to appreciate the NOLS Leadership Model; in particular, Exhibition Behavior – showing up prepared, sharing your particular skill set and knowledge base to make the team stronger, checking your ego at the door, and doing what is necessary in any moment to help the team succeed.

When you are forming a new team, your core values need to be articulated, discussed and bought into by the group. As we came together on Mt. Baker, our prior experience and our shared respect for the NOLS model were deep-rooted and strong, allowing us to quickly engage as a team and move on to the tasks at hand.

2 Trust and Confidence in the Team and Its Leaders

One of the reasons I enjoy trips into wilderness is that adversity and uncertainty are virtually guaranteed. And in the midst of adversity and uncertainty, leadership challenges emerge. This is fertile ground for growing self-awareness and studying leadership.



The adage that you are only as strong as your weakest link takes on a depth of meaning when you are roped together, trekking on slippery ice above a gaping crevasse.



NOLS defines four leadership roles including Designated Leadership, Active Followership, Peer Leadership and Self Leadership. All of these were at play on Mount Baker, with each of us stepping forward at various times to play an active role for the benefit of the team. However, the foundation that enabled our team to come together so quickly and effectively was the trust and confidence that we held in our instructors.

Roger Yim and Jared Spaulding are extremely competent mountain guides. When NOLS trains its instructors in mountain safety and glacier travel, Roger and Jared teach the course. I only learned this after I had safely returned home, but I wasn't surprised. Highly competent, excellent communicators, with sound judgment and decision-making, these guys are both cut from the rugged and durable NOLS cloth.

This was important as we headed out to walk on glaciers, over and into crevasses, and to the top of Mt. Baker. We trusted our instructors with our lives, and after we had each been individually schooled in the requisite mountain survival skills, we then in turn trusted one another with our lives as well. The adage that you are only as strong as your weakest link takes on a depth of meaning when you are roped together, trekking on slippery ice above a gaping crevasse.

Do you have the utmost trust and confidence in your team and in the

team leaders? We did, and it enabled us to succeed as a High Performing Team.

3 A Shared Aspirational Goal

The third element that ignites a High Performing Team is the task at hand – the work to be done – and agreement amongst the team members around the objective and its worth.

A High Performing Team, by definition, must face a lofty, ambitious, aspirational challenge – hence earning the “High Performance” label. On our trip we understood, appreciated and agreed upon our common objective: We were going to learn essential mountain and ice climbing skills and then safely summit, if possible, Mt. Baker. We had one week, and we got right to work on the task at hand.

Are you part of a team that is taking on a massive challenge? You might think about a kick-off meeting to introduce and discuss these concepts. Of course, you may need more than one week. And it helps if everyone on the team happens to have NOLS on their resume. □

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Inside the Center for Creative Leadership's New Campus

After 24 Years at the Aventine, a New Home on Torrey Pines Mesa

Editor's Note: I sat down for a Q&A with the Hughes Marino team that helped the Center for Creative Leadership realize its vision for an innovative and inspiring new campus in Torrey Pines. Read what Senior Vice President John Jarvis, Construction Management Division President Dean Petersen, and Project Manager Zane Keith had to say about this cool new facility.

John, when did you first get involved with the Center for Creative Leadership?

John: My CCL story starts in 2002, when I was hired to help negotiate a renewal of their San Diego campus real estate lease in one of San Diego's premier office towers, the Aventine.

CCL was captive – they didn't want to move and they had significant specialized improvements. They couldn't



move, really, and their landlord knew this. The lease was scheduled to expire in two years, and CCL was concerned that their landlord was planning to hit them with a major rent increase.

Before starting negotiations, I was given the opportunity to attend their leadership development program, to

better understand the good work that CCL does, and also to gain insight on how they use their physical space in delivering these programs. It sounded like fun to me.

What did you learn in the program?

John: My experience that week was profound, and it started me on a leadership journey that continues to this day. Here is what I learned – Leadership, at the highest levels of the largest organizations, is fundamentally about interpersonal skills.

As a leader at a large company, we can't do it all, and we must work through our teams. In other words, we must work with people. First, we must understand ourselves, how we are wired, and why we do the things we do. Then we can begin to understand our teammates, how they are different and how we are the same.

With self-awareness and empathy, we can begin to work together towards a common goal. When everyone on the team has a voice, and all are trusted to share their ideas, we find an entirely new level of engagement and team strength.



I also learned that the Aventure office tower was great, but it didn't enhance the program experience. I learned that many of the executives in my group had chosen the San Diego campus because of our beautiful weather. I found it ironic that, as we gathered in sunny San Diego for this week away from our jobs for a week of introspection and learning, we were ensconced on an upper floor of an office tower!

Through a series of conversations with CCL leadership about the building and the programs we all came to realize that, in fact, the ideal setting for these programs is not an office tower. It would be much better to run these programs in a one or two-story building with access to the beautiful outdoors, where participants can see the blue sky, walk in the fresh air and open up to learning in a context that wouldn't feel at all like "work."

How did you help CCL find its new space?

John: We got busy looking for that new home for CCL San Diego. Their landlord was shocked to learn that CCL was not planning to renew its lease. As it turns out, the perfect building wasn't to be found that time, and we didn't move CCL. We did renew that lease, at a much lower rental rate because, of course, the landlord got spooked and couldn't afford to lose CCL as a valuable tenant in the building.

Fast forward twelve years, with the lease scheduled to expire, and we were at it again. Only this time we found the new home, on the bluffs of Torrey Pines Mesa, surrounded by green grass, Torrey Pines and ocean views. This move is the realization of the vision that started back in 2002!

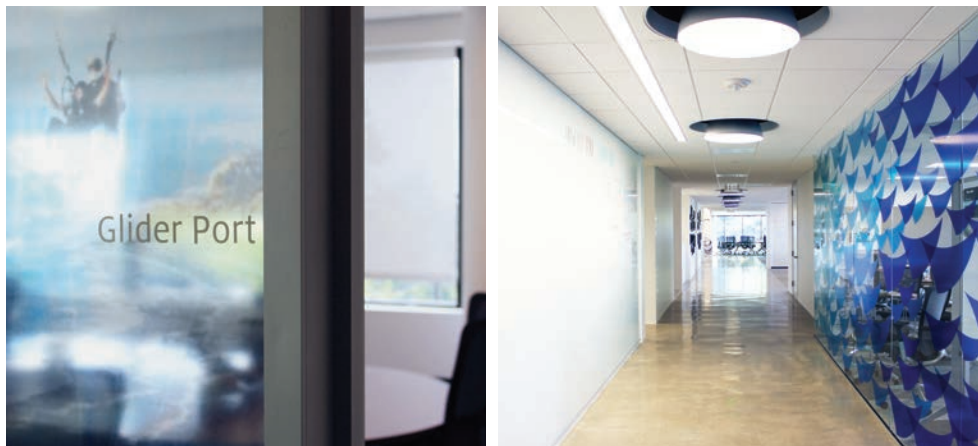
Dean, what was your role in this project?

Dean: At Hughes Marino, the construction management team is involved as a key team member and project leader from day one. We worked with John to establish the facility requirements, the anticipated tenant improvement budget and a project timeline.

When John found what would ultimately be Center for Creative Leadership's future home, we were alongside to make sure everyone understood the project scope, what it was going to cost and how long it was going to take. John used this



Filled with spacious lounge areas, ocean views, and imagery that evokes its cliffside setting, CCL's new facility offers leadership program participants ample room to relax and recharge.



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information to make sure that we got what we needed from the landlord, including money and time and terms from the new landlord to accomplish the grand vision of this move.

Who else was involved in making the project a reality?

Dean: Credit goes to the entire team, which included Hollander Design Group Principal Jeff Hollander and Lead Architect Viveca Bissonnette, RB Consulting Engineers along with McParlane & Associates to complete the construction documents, and Bycor Construction as the general contractor. It really was a fantastic team, with everyone working together, sharing information and rallying together around the common vision of this new CCL campus.

There are a lot of great architects and contractors, and we bring in the best to interview for our clients. As good as you might be, you need to understand this particular client, and they need to know us, and trust us. This is especially true for CCL, who never looks for a vendor, instead looking always for a long-term partner with shared values.

We organized the team interviews, brought in great teams in each of the disciplines, and then they picked the team. Every client, on every project, has a different “right” team. This project is a great example of that. I love what I do, and it is never better than when I get to lead a great team, a high-performing team, a dynamic team, a team that understands the client and the project goals, a team that gets it, gets it right and gets it done.

John: I always tell my clients, “You may like me, but you are going to love Dean and Zane. These are the guys who will see this project to the finish line.”

Our CM team helps to draft and negotiate the work letter, which is the part of the lease that governs the



construction of improvements – who is responsible, what is within the scope and what is outside the scope. Dean and Zane help to hire the right architect partner, the right contractor and the right subcontractors and specialists, as well as all of the furniture, fixtures and equipment, even the moving vans.

They also help to navigate building code and permitting issues. When CCL moved in on time, under budget, and saw the realization of all their extensive planning, they really had Dean and Zane to thank.

Zane, were there any unique challenges on this project?

Zane: This has been on my mind a lot lately. The project has been such a wonderful success and a topic of discussion everywhere we go. I cannot help but think about what makes this project feel so special.

At Hughes Marino, our team talks a lot about personal growth, and the need to “get uncomfortable.” It’s in those uncomfortable moments where we experience growth, both personally

and professionally. We don’t grow in our comfort zone, right?

John has been through the Center for Creative Leadership program, and so has Jeff Hollander. Maybe that is what made this project different and special. We always strive to understand our client’s business, and the impact of their real estate on their mission and business objectives. In this case, John Jarvis and Jeff Hollander both took the time to get uncomfortable, to learn about themselves and to grow as leaders in the CCL model.

For me, being a part of CCL’s decision team; watching them interact, embrace problems and display resolve; seeing them struggle with the hard questions; helping them work through each step of the process; and now walking through the amazing workspace that we have collectively created is truly rewarding. I’ll always remember this one. □

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