

How has your practice changed?

Logistics

- > **hybrid model** of an open office as well as remote working
- > **100% redundancy** of hardware and software for on-site and remote work for 100% of staff

Communication

- > reliance on technology and **preparation**
- > commitment to daily internal team communication
- > commitment to planned consistent client interaction
- > workplace as a magnet, not a mandate

What are the lessons (re-)learned?

- Inclusive, regular internal communication is important on the firm level and the project level.
- Planning and design in the 21st century is multidisciplinary, collaborative, dependent on intense interaction; proximity drives collaboration and innovation, but it is not necessary for all our work, all the time.
- Design is our medium to leverage opportunities to enhance social justice.

Has the design sensibility of the profession evolved?

- acceleration and focus on best practices related to healthy buildings and resilient environments
- > **hybrid modalities** of work, education, research, and living
- renewed **awareness** of the profession's responsibilities related to social justice in all facets of the profession planning, design, and advocacy
- optimism about the influence and impact of the design professions on the health, inclusion, and equity of our society