Efficient and Profitable Digital Practice Management

Presenter

Ravi Ray Wood







Ravi Wood is a world renowned Subject Matter Expert (S.M.E) on Digital Design Leadership and Management of BIM projects across USA, UK, Middle East, Canada, Mexico, Singapore and India. He is a Licensed Architect from India and has completed Master's Degree from Kansas State University USA and VNIT.



Ravi Wood is an Award winning Guest Speaker at Autodesk University, Hong Kong BIM (HKIBIM), IFMA RICS Sweden, IFMA India, NY Design Expo, AEC Next and several conferences across USA, Europe and Asia. Ravi Wood specializes in Digital Technology and BIM Leadership across top firm s and has successfully completed more than 100 projects worth more than 150 million USD including Airports, Hospitals, Infrastructure, Stadiums, Residential, Commercial and Retail.



His astute acumen and proven track record in Digital Technology Leadership has set new global standards based on the premise of doing things "The Right Way". His passion to innovate new processes in Digital Technology continues to help transform "challenges to opportunity" and "problems to successful solutions".



- Speaker at Autodesk University 2019, 2017
- Top Rated Speaker at Hong Kong BIM (HKIBIM) 2016.
- Top Rated Speaker at RICS IFMA Stockholm Sweden 2017
- Top Rated Speaker at IFMA India 2016
- Guest Speaker at AEC Next Los Angles2018 at
- Speaker at New York Design Expo 2018.
- Upcoming Lectures at various Ivy League School programs for Architecture across USA.

Introduction

Digital Practice Management is the most important aspect of any Design practice. This is one field that can define the success of a firm on current projects and also help define the very values and value addition a firm can offer. In the recent past AIA, RICS, IFMA and all design organizations has categorically agreed that Digital Practice Management is the Top Key Performing Index (KPI) sought after by the clients. In this day and age with Digital Design being the cornerstone of any practice it is imperative that the leadership in each firm recognize the need to optimize and channelize this aspect. A firm makes great investments in assets and people and while the pool of talent end up with similar soft and hard skills on roughly the same hardware with similar software's the results vary significantly from company to company.

"Time is Money"

The vision and preamble of good Digital Practice is to be Efficient and Profitable. In this class we look to dwell on the four pillars of Digital Practice Management. (R.A.V.I.)

R-Reconnaissance

A-Automation

V-Visualization

I-Innovation

Each of these Pillars has been described in the detail in the class in separate sections. Each Pillar description has been formatted with the subheading of Purpose, Planning and Process to Implement. The objective is to create an efficient environment of Digital Design which runs like "Clockwork".

The Design can be a Masterpiece only if it Respects Time and this class is an effort in the same "Pursuit of Excellence".





Chapter 1 R. Reconnaissance

The pillar of "Reconnaissance" emphasizes on the benefits of continuos monitoring of performance of projects. There are three major facets that contribute to the success of the project: People, Technology (Hardware and Software) and Soft

skills.

<u>Purpose</u>: The purpose is to effectively gauge the relevant information and source from the inferences from multitude of data. The importance is to provide and present data in a format that has ease of inferring meaningful thought development which in turns translates to "Good Judgement".

Planning: The following classification system is a great way to monitor data.

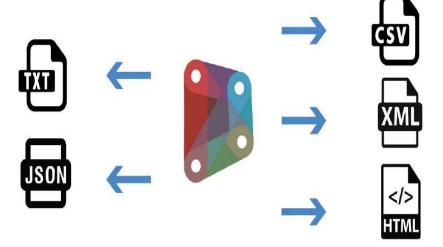
Project Manager: Dashboards for Design criteria

BIM Manager: Dashboard for File health

Construction Manager

Process:

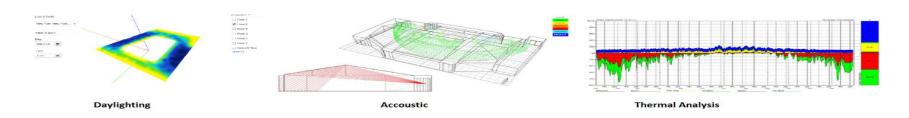
- There are multiple ways to collect and monitor data:
- CTC Datasuite + PAL- plugin
- Clarity + Plugin (can also run Macros or Dynamo).
 Clarity dashboards.
- RTV + Macros +Dynamo. Dynamo can collect information about what is in the files
- Unifi plugin
- Custom plugins to capture events
- Harvesting, parsing and analyzing journals and slogs
- Manual Macros and Dynamo.



Project Manager: Dashboards for Design criteria

The Design Parameters (DP) for effective and Agile Design Management. This Value Add enhances the Design by bring more value for the buck to the Client.

	Design Parameters	Code Analysis	Value Add (Avg)
1	Area/ Volume/ Code	Geometric/ IBC/ NFPA	1
2	Energy Analysis	LEED	2-5% energy savings
3	Daylighting	Code	10-15% more lit spaces
4	Accoustic	Industry Standard	5-7% Less Noise
5	Thermal Comfort	ASHRAE	10-15% Better Survey



Space Distribution 2 Sensors 0% Liftisation 2 Sensors 20% LONG Station 331 Sensors 20% LONG Station 34 Sensors 20% LONG Station 35 Sensors 20% LONG Station 35 Sensors 20% LONG Station 36 Sensors 20% LONG Station 37 Sensors 20% LONG Station 38 Sensors 20% LONG Station 39 Sensors 20% LONG Station 30 Sensors 20% LONG Station 31 Sensors 20% LONG Station 32 Sensors 20% LONG Station 33 Sensors 20% LONG Station 34 Sensors 20% LONG Station 35 Sensors 20% LONG Station 36 Sensors 20% LONG Station 37 Sensors 20% LONG Station 38 Sensors 20% LONG Station 39 Sensors 20% LONG Station 30 Sensors 20% LONG Station 31 Sensors 20% LONG Station 32 Sensors 20% LONG Station 33 Sensors 20% LONG Station 34 Sensors 20% LONG Station 35 Sensors 20% LONG Station 36 Sensors 20% LONG Station 37 Sensors 20% LONG Station 38 Sensors 20% LONG Station 39 Sensors 20% LONG Station 30 Sensors 20% LONG Station 30 Sensors 20% LONG Station 31 Sensors 20% LONG Station 32 Sensors 20%

Average Utilisation by Building

Average Utilisation by Sensor Type

Bowdroom

Average Utilisation by Floor

Energy Uitlization

BIM Manager: Dashboard for File health

There are essentially five levels at which the performance can be monitored:

H

		Level	Threshold	Color
1	Level 1	Family	0-2 mb	
2	Level 2	Individual File	50-200 mb	
3	Level 3	Project Level	<200mb	
4	Level 4	Discipline of Market		
5	Level 5	Holistic (Firm Wide)		

BIM Manager: Dashboard for File health

These are the top 25 KPIs (Key Performance Indices) have been established.

	KPI	Stat	Color
1.	File Size	10-200 mb	
2.	Warnings	<200	
3.	Number of Groups	<10	
4.	Number of schedules	<15	
5.	Number of 3D Views	<15	
6.	Number of Design options	<10	
7.	Time to open	<25 sec	
8.	Family Instances	<200	
9.	Number of Room separation lines	<100	
10.	Phases	<10	
11.	Materials	<350	
12.	Views	<100	
13.	Groups instances	<20	
14.	Families Unplaced	<10	
15.	In place families	<10	
16.	Unenclosed Rooms	<10	
17.	Unplaced Rooms	<15	
18.		<15	
19.	Uneclosed spaces	<15	
20.	Unplaced spaces	<15	
21.	View templates	<10	
22.	Number of Images	<25	
23.		<10	
24.	Unjoined geometry	<25	
25.		<10	

BIM Manager: Dashboard for File health

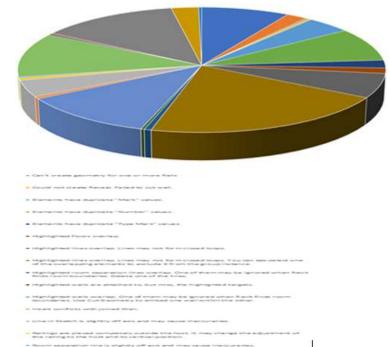
Warning Pie Chart



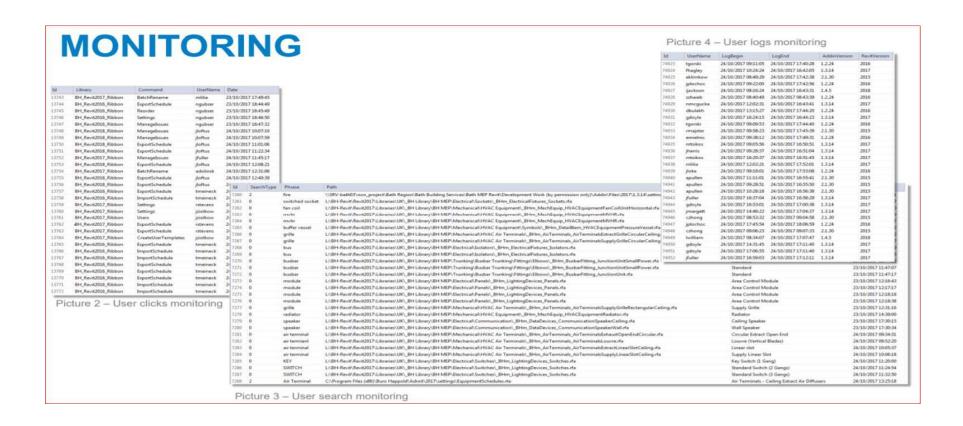
Custom Dashboards for Model Maintenance Tasks (Planned vs Actual)

PROJECT SPECIFIC RESPONSIBLITIES

Task	Daily	Weekly	Monthly	@ Milestones	Clarity	ALLENDER UP LETUUL THEF CREET	
Model maintenance		(4)		2	2	PLANNED VS ACTUAL TIME SPENT	
Archiving	₩.		0	₹	₩		
File Back-ups	~			0	V	Aprillation works or element two big	
File Transfer		(2)		2		Transmitted Completed Comp	
Family Exports		9		[2]		Wester At Aust	
Model Health Audit		~	(2)	2		Seriplane, 2	
Parametric Family creation						the banks	
Troubleshooting	Yes					No fact up to	
Participating weekly or milestone meeting	Yes					Section Section 1	
						200 120 600 120 600 1200 12	



BIM Manager: Dashboard for File health



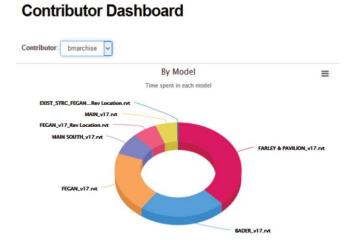
BIM Manager: Dashboard for File health



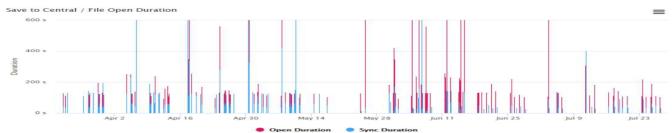
BIM Manager: Dashboard for File health

Property	Value
Design Options	6
Families	1,277
Groups	18
In-place Families	501
Family Instances	55,172
Levels	42
Materials	340
Phases	17
Placed Rooms	2,127
Placed Spaces	0
Unenclosed Rooms	71
Unenclosed Spaces	0
Unplaced Families	134
Unplaced Rooms	127
Unplaced Spaces	0
Views	2,606
View Filters	17
Worksets	20





Barrando Malara	
Property Value	
Hard Disk Drive Disk drive; 2	23.57 GB
Video Intel(R) HD (Graphics Family; RAM:1 GB; Driver:10.18.10.3871
Motherboard Hewlett-Paci	kard
Operating System Microsoft Wi	indows 7 Enterprise N, 64-bit, 6.1.7601
CPU GenuineInte	l; GHz:2.7
Machine Name WK_TELDN	A
BIOS Hewlett-Paci	kard
Memory 16	
Memory Slots 2	
IP Address 10.112.1.10	1





Chapter 2 A. Automation ("Scripting Success")

The pillar of "Automation" is to replace a task that is time consuming and repetitive with a smart dynamo script.

<u>Purpose</u>: The purpose is to reduce at least cut down 10% of time consumed every year on mundane repetitive tasks.

Planning: The following steps can help achieve the goal:

Create "SMART" (Specific, Measurable, Achievable, Relevant and Time bound) Dynamo scripts and solutions.

Maintain an organized color coded library of scripts.

List of Scripts for Project Managers - Creation and Visualization

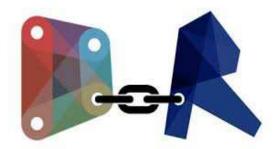
List of Scripts for BIM Managers- Data Mining and Handling Big Data.

Process:

a.Create SMART Script:

The world is full of people learning Dynamo and it is crucial to ensure we measure twice and cut once. The process and result needs ossification prior deep diving into scripting which can be "Costly" time intensive investment





b. Maintain an organized color coded library of scripts.

The following process is effective and helps the user have easy acces and relatability to the scripts.

- 1. Color key consistent.
- 2. Organizational Graph flow
- 3. Organized Dynamo player

	Color	Classification	
1	Gray	User Selection and setting	
2	Blue	Recon and discover Information	
3	Orange	Process Data	
4	Yellow	Create elements in Dynamo	
5	Green	Creating Elements in Revit	
6	Purple	Writing Data	

Consistent color key



User Selections

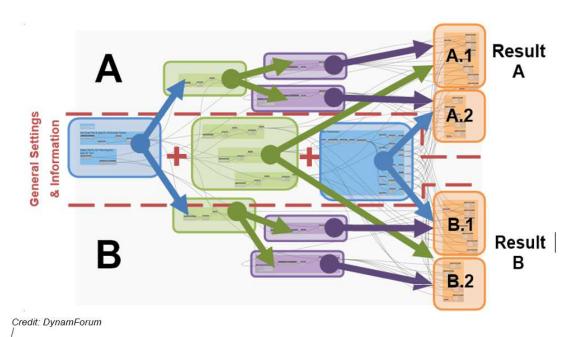
Get Things

Code Block

C

2. Organized Graph flow

It is important to arrange your Dynamo Graphs to be intuitive collections of items. This can be accomplished by creating groups of node-routines which perform a particular function within the graph. Arranging these groups in a timeline format will help illustrate flow from one group to another with the resulting groups aligning at the end.



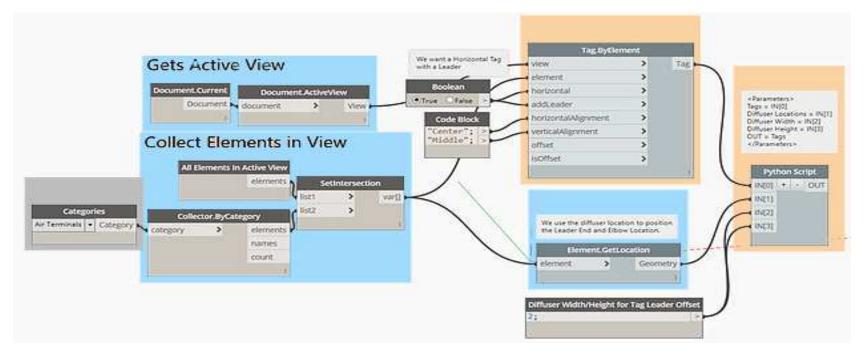
3. Organized Dynamo player



a.List of Scripts for Project Managers

The below if the list and script for multitude of mundane tasks that can conserve time.

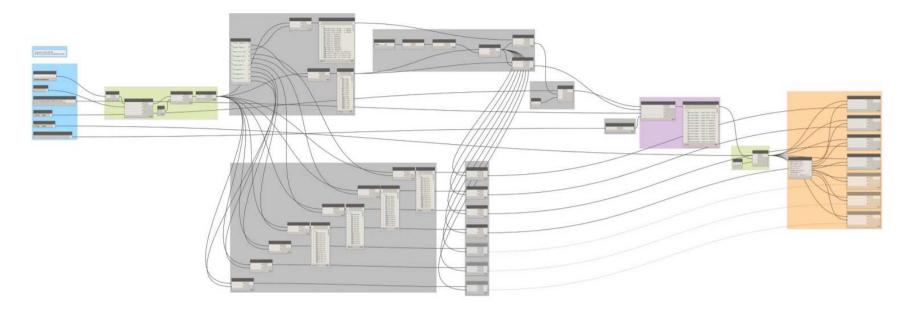
1. Dynamo Auto Tagging: Helps reduce time on each sheet by at least 45 mins.



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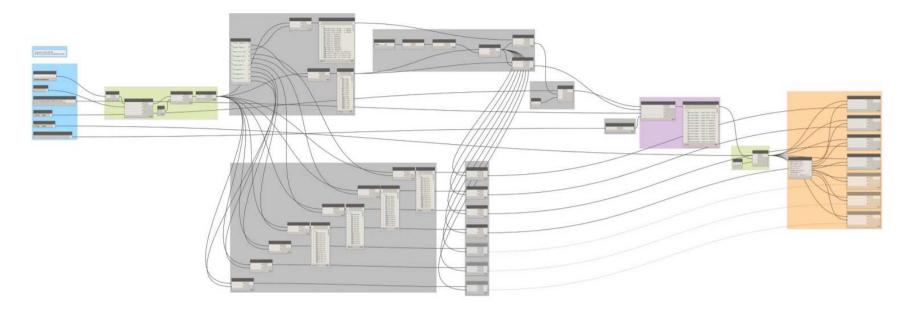
2. Dynamo Sheet Creator: Helps reduce project set up by 30 mins.



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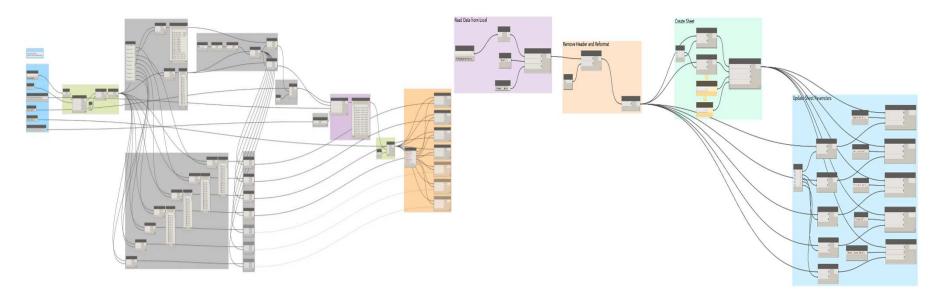
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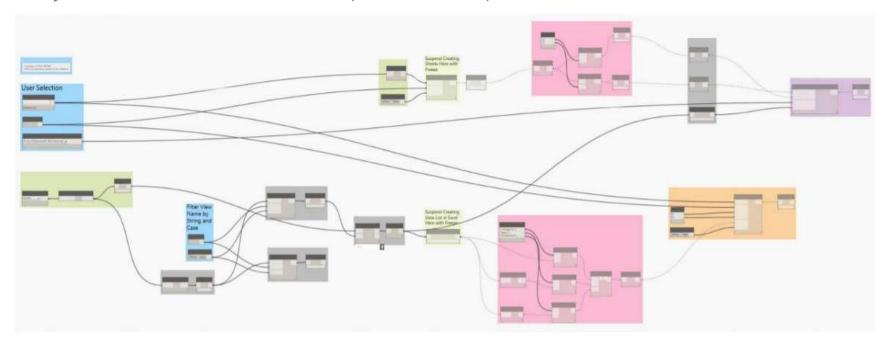
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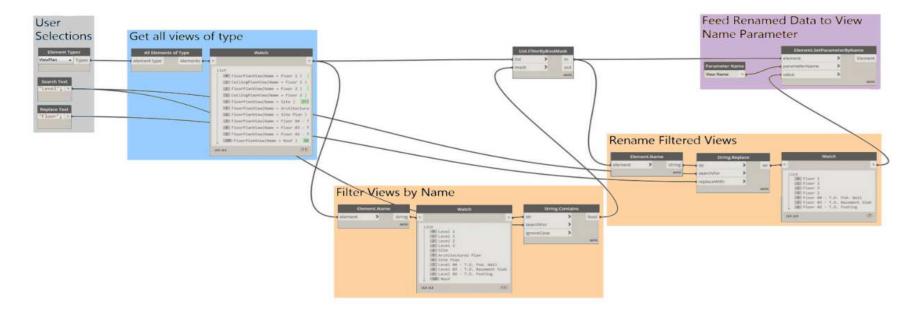
3. Dynamo Place Views on Sheets: Helps save 10 min per sheet.



a.List of Scripts for Project Managers

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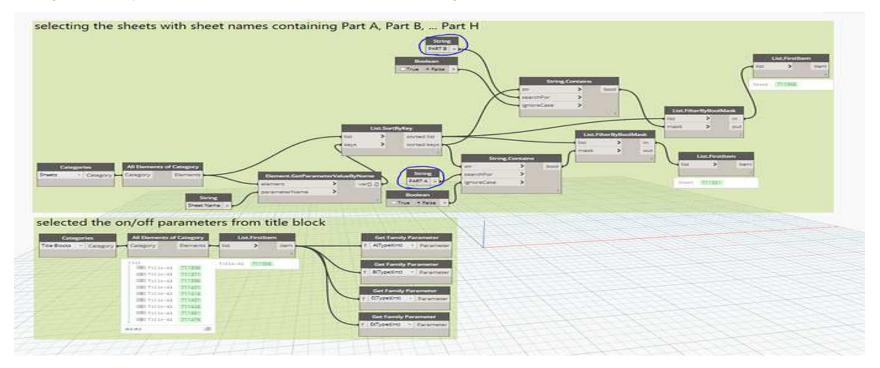
4. Dynamo Rename Views: Helps save 15 mins per sheet.



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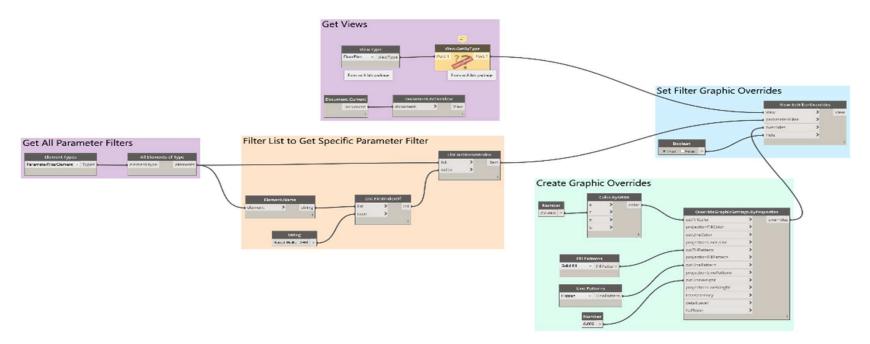
5. Dynamo Update Title Block: Saves 15 mins every time the task is to be done.



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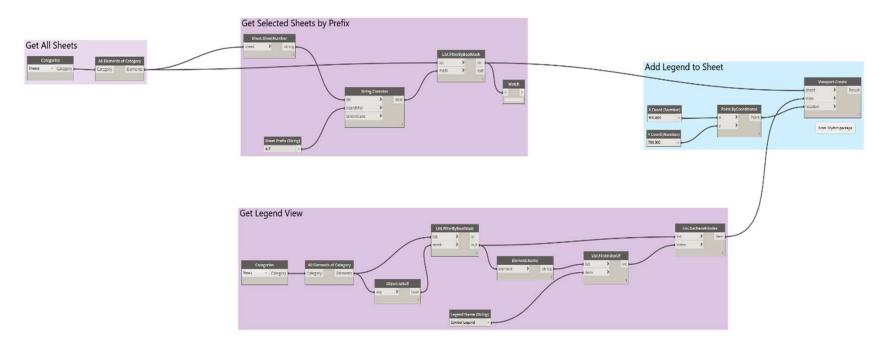
6. Dynamo Add Filter to View: Helps save 30 mins.



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The below if the list and script for multitude of mundane tasks that can conserve time.

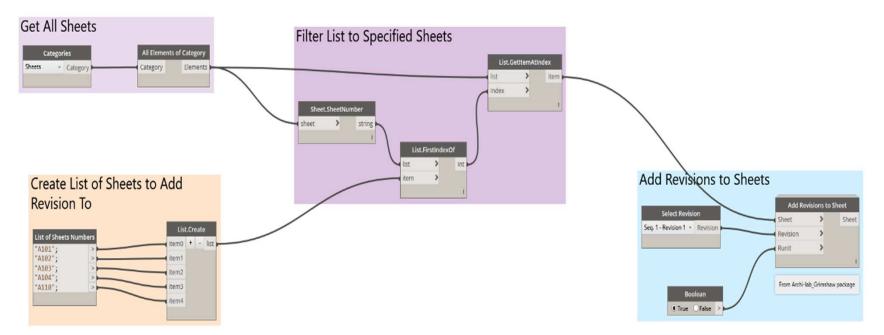
7. Dynamo Add Legends to sheets: Helps save 15 mins.



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The below if the list and script for multitude of mundane tasks that can conserve time.

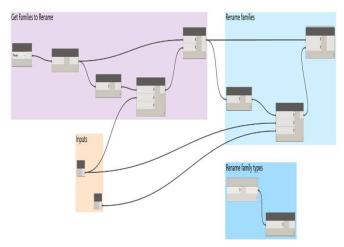
8. Dynamo Add Revisions to Sheets: Helps save 45 mins.

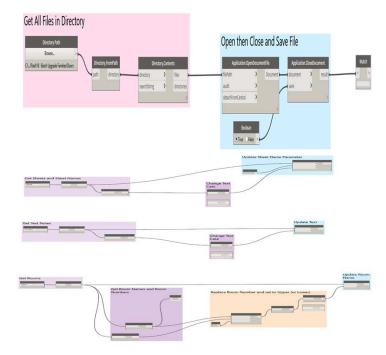


a. List of Scripts for Project Managers

The below if the list and script for multitude of mundane tasks that can conserve time

- 9. Dynamo Batch Rename Families: Helps save 30 mins.
- 10. Dynamo Batch Upgrade Families: Helps save 30 mins.
- 11. Dynamo Batch Consistent Upper and Lower case: Helps save 30 mins.

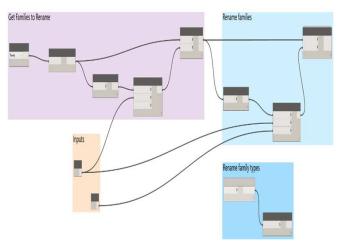


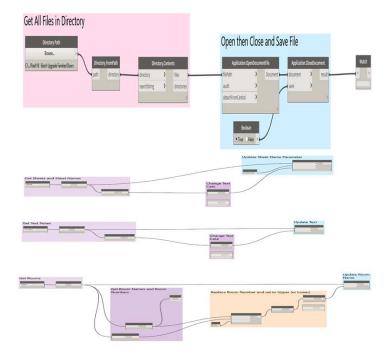


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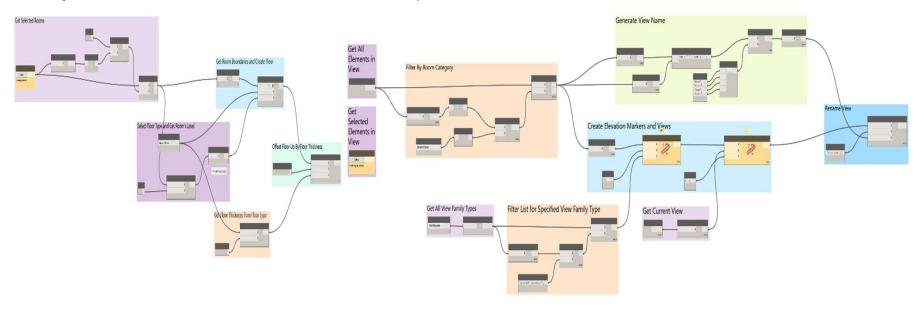




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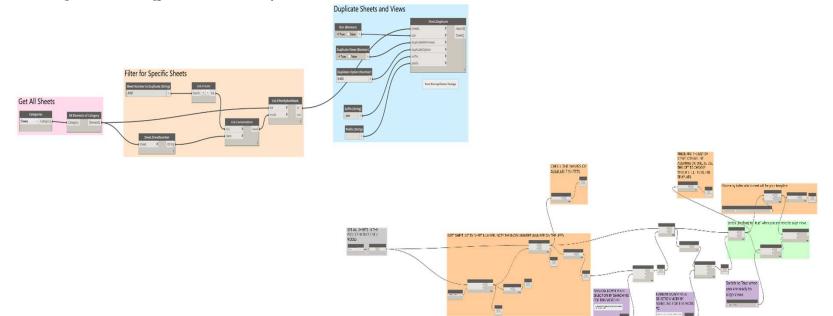
- 12. Dynamo Create floors from Rooms: Helps 15 mins.
- 13. Dynamo Create Elevations from views: Helps 15 mins.



a. List of Scripts for Project Managers

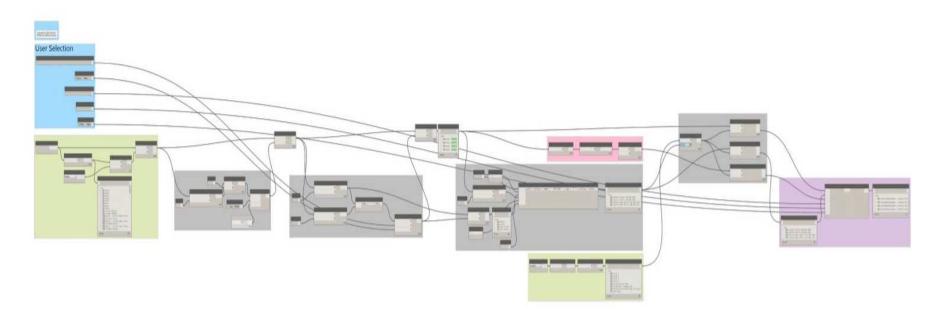
The below if the list and script for multitude of mundane tasks that can conserve time

- 14. Dynamo Duplicate views and Sheets: Helps Save 15 min.
- 15. Dynamo Align Views: Helps save 15 min.



a. List of Scripts for Project Managers

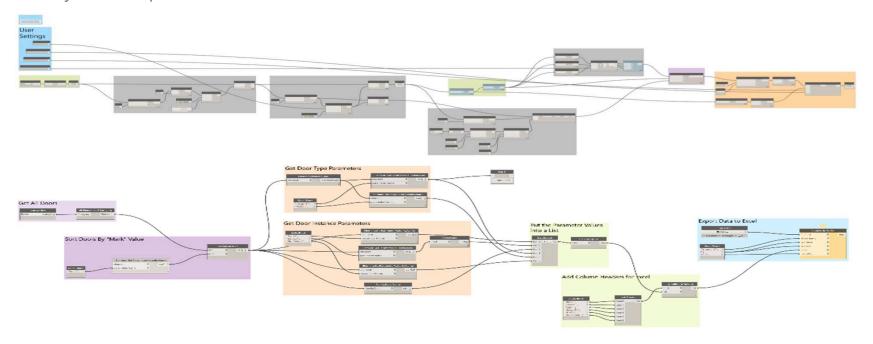
The below if the list and script for multitude of mundane tasks that can conserve time 17. Dynamo Room Data Sheets: Room plan cropped to Room.



a. List of Scripts for Project Managers

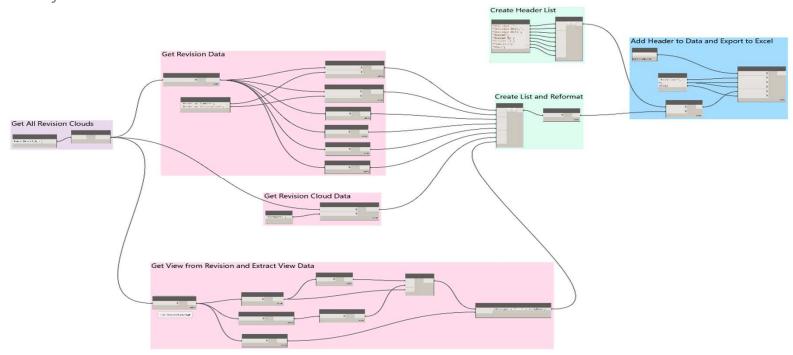
The below if the list and script for multitude of mundane tasks that can conserve time

- 18. Dynamo Room Data Sheets: Axonometric Views. (15 mins per room)
- 19. Dynamo Export Elements Parameters to Excel: 15 min.



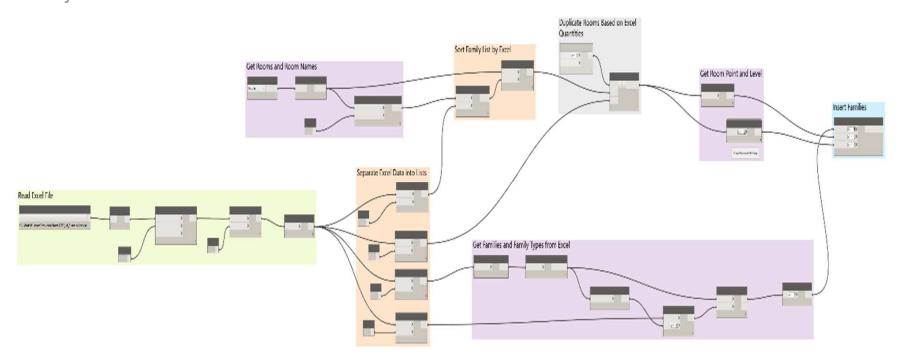
a. List of Scripts for Project Managers

The below if the list and script for multitude of mundane tasks that can conserve time 20. Dynamo Revision Data to Excel : 15 min.



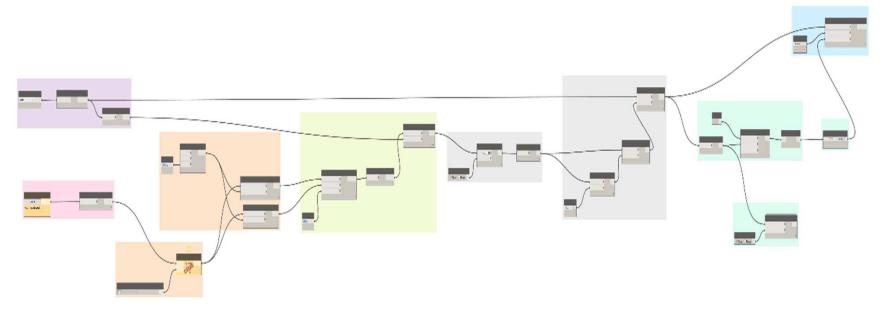
a. List of Scripts for Project Managers

The below if the list and script for multitude of mundane tasks that can conserve time 22. Dynamo Insert Families to Room: Saves 30 min.



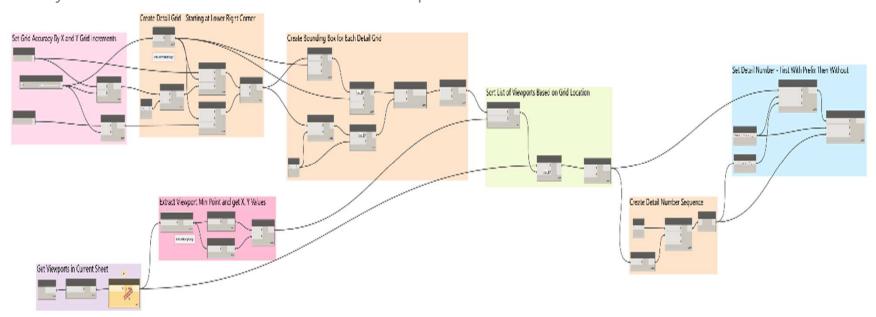
a. List of Scripts for Project Managers

The below if the list and script for multitude of mundane tasks that can conserve time 23. Dynamo Renumber Column Grids: Saves 30 min.



a. List of Scripts for Project Managers

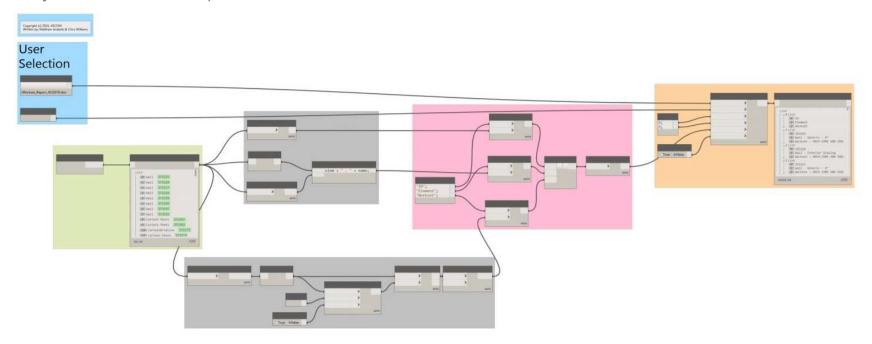
The below if the list and script for multitude of mundane tasks that can conserve time 24. Dynamo Renumber views on sheets: 5 min per sheet.



List of Scripts for BIM Managers

The below if the list and script for multitude of mundane tasks that can conserve time.

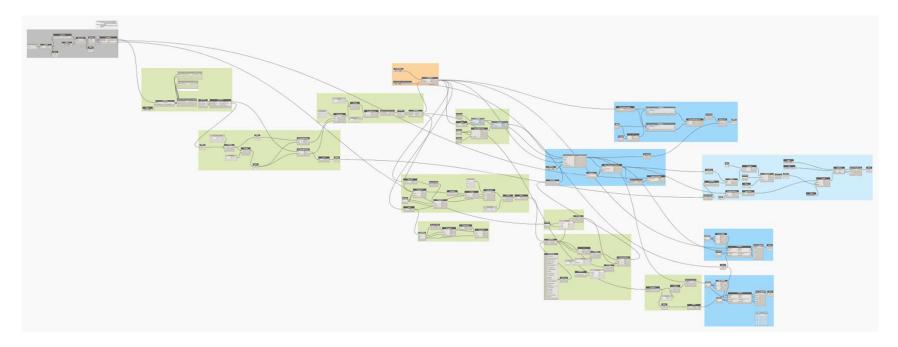
1. Dynamo Workset Reporter: List of Worksets.



List of Scripts for BIM Managers

The below if the list and script for multitude of mundane tasks that can conserve time.

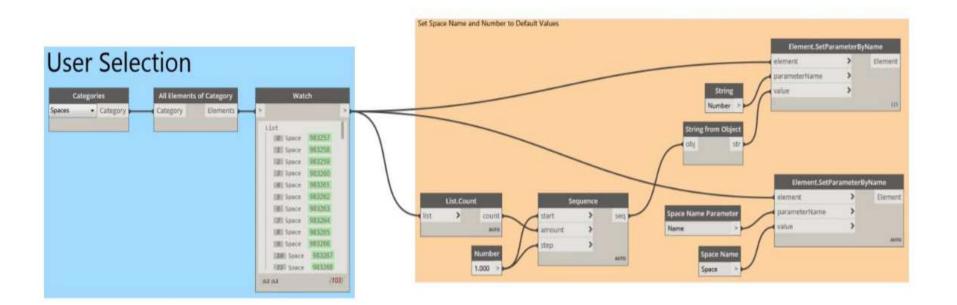
2. Dynamo Clash Detection: eliminates clashes and site coordination.



List of Scripts for BIM Managers

The below if the list and script for multitude of mundane tasks that can conserve time.

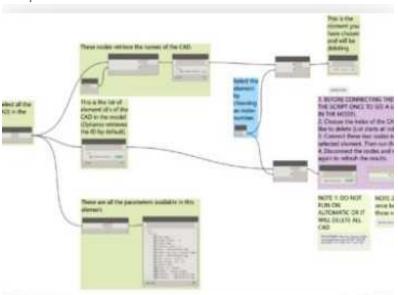
4. Dynamo Space data and warning eliminator: 45 min.



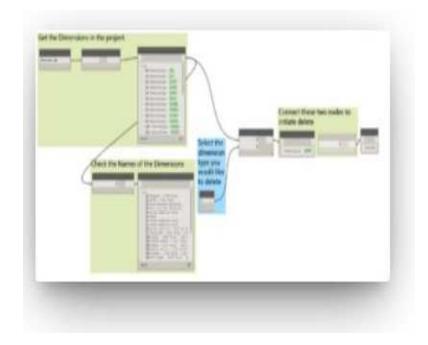
List of Scripts for BIM Managers

The below if the list and script for multitude of mundane tasks that can conserve time.

5. Dynamo CAD file management: Helps improve Revit file health.



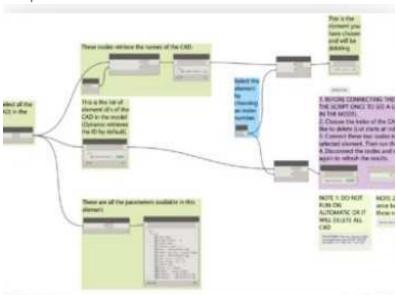
6. Dynamo Delete dimensions by Index.



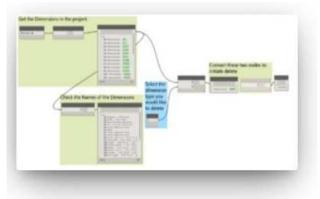
List of Scripts for BIM Managers

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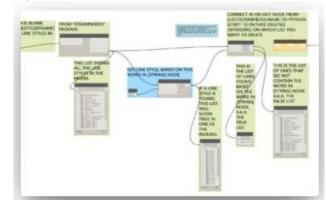
5. Dynamo CAD file management: Helps improve Revit file health.



6. Dynamo Delete dimensions by Index.



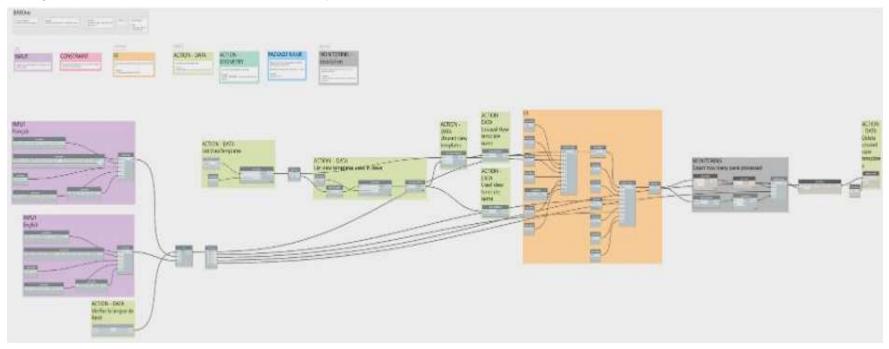
7. Dynamo Delete Lines



List of Scripts for BIM Managers

The below if the list and script for multitude of mundane tasks that can conserve time.

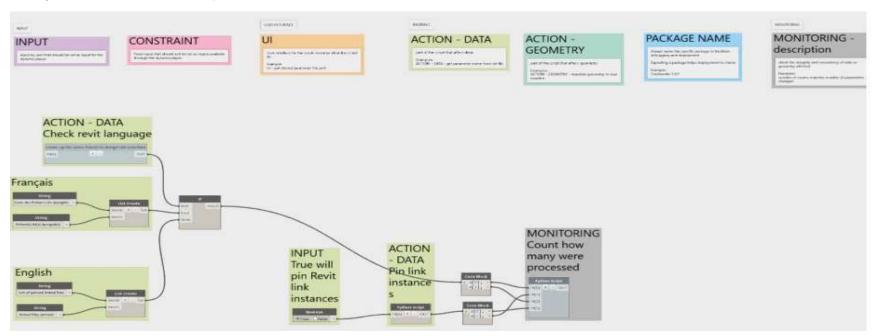
8. Dynamo Delete Unused View Templates



List of Scripts for BIM Managers

The below if the list and script for multitude of mundane tasks that can conserve time.

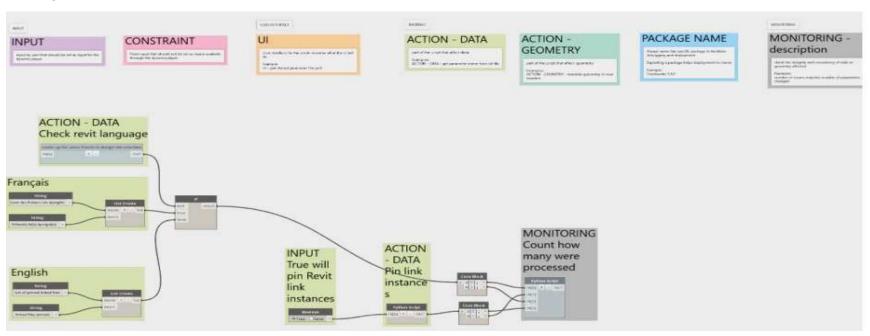
9. Dynamo File Clean up



List of Scripts for BIM Managers

The below if the list and script for multitude of mundane tasks that can conserve time.

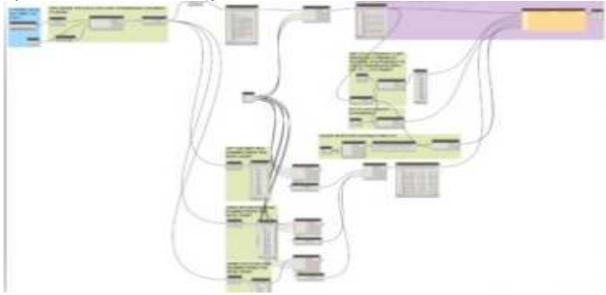
10. Dynamo Pin All Links



List of Scripts for BIM Managers

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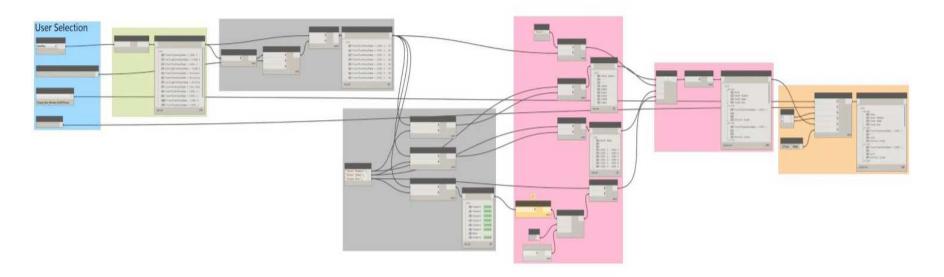
11. Dynamo Material Manager



List of Scripts for BIM Managers

The below if the list and script for multitude of mundane tasks that can conserve time.

12. Dynamo Scope Box Review

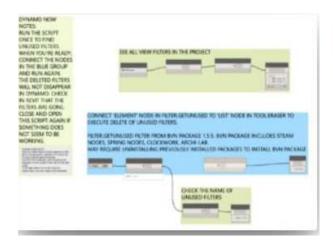


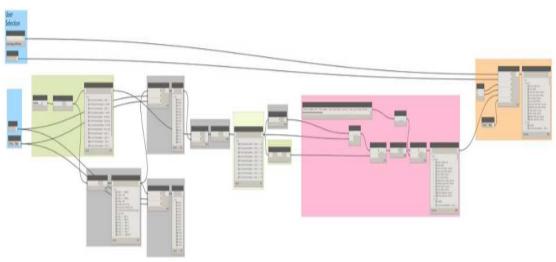
List of Scripts for BIM Managers

The below if the list and script for multitude of mundane tasks that can conserve time.

13. Dynamo Delete Unused View Filter

14. Dynamo View Range Manager.



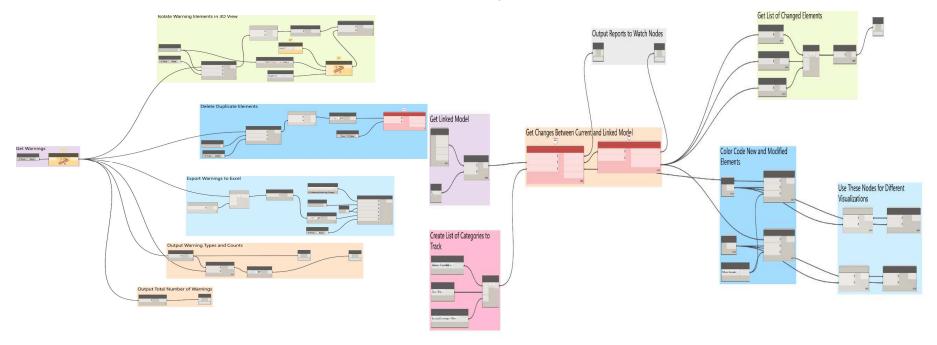


List of Scripts for BIM Managers

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15. Dynamo Warning Manager

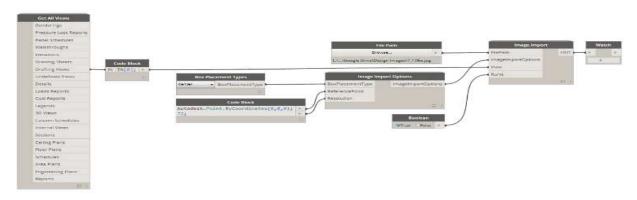
16.ynamo Compare Revit Model Versions.



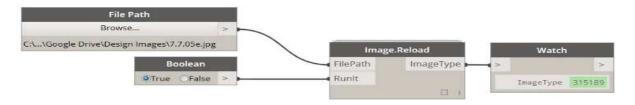
List of Scripts for BIM Managers

The below if the list and script for multitude of mundane tasks that can conserve time.

17. Dynamo Image Manager



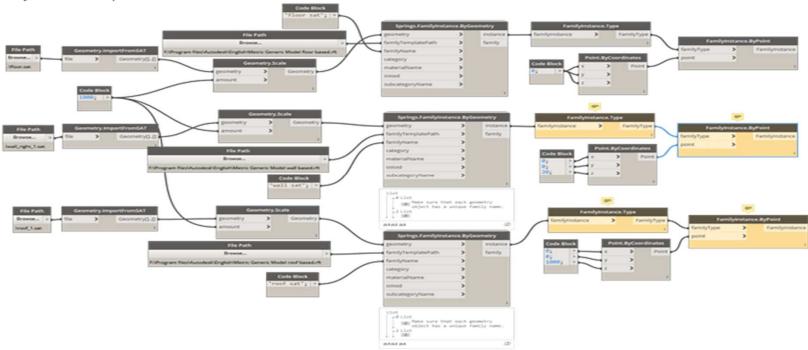
Keep in mind that if we re-run the definition it will keep placing images in the specified location. If your intention is to reload it, you can do this:



List of Scripts for BIM Managers

The below if the list and script for multitude of mundane tasks that can conserve time.

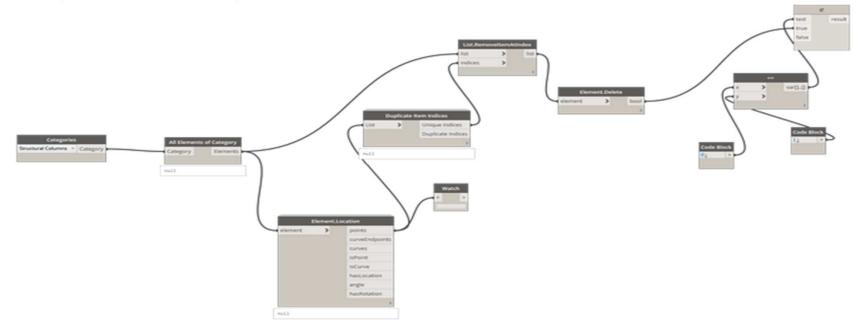
18. Dynamo Import SAT File in Revit.



List of Scripts for BIM Managers

The below if the list and script for multitude of mundane tasks that can conserve time.

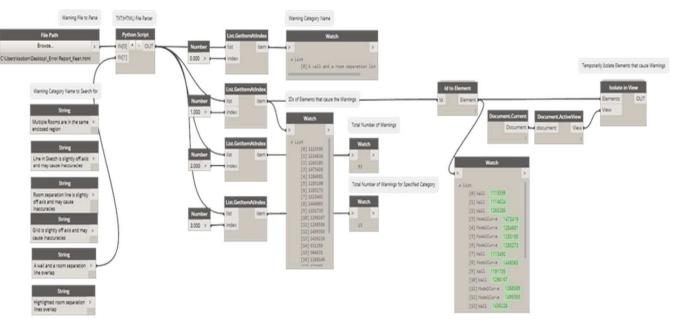
19. Dynamo eliminate duplicate elements.

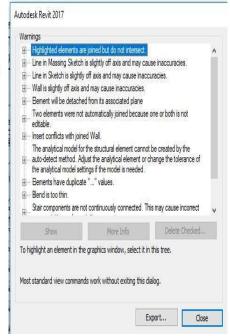


List of Scripts for BIM Managers

The below if the list and script for multitude of mundane tasks that can conserve time.

20. Dynamo Isolating warnings by category or levels







V Visualization

The Pillar of "Visualization" pictorially and graphically satiates the quest of human mind to perceive Designs faster and easier Graphically.

<u>Purpose</u>: The purpose is to be agile at Design Development stage and be able to use "Generative Design". The purpose of Generative Design is two fold: Verify multitude of Design for the Best option.

Adapt to change in Design in Agile manner at Design Development stage.

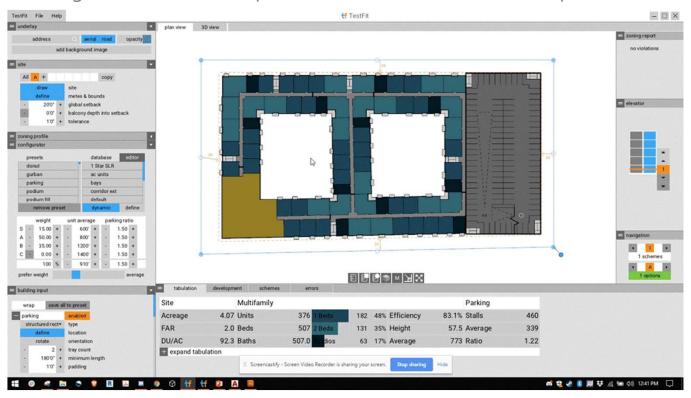
Planning: The Design Development for this pillar is broadly classified under:

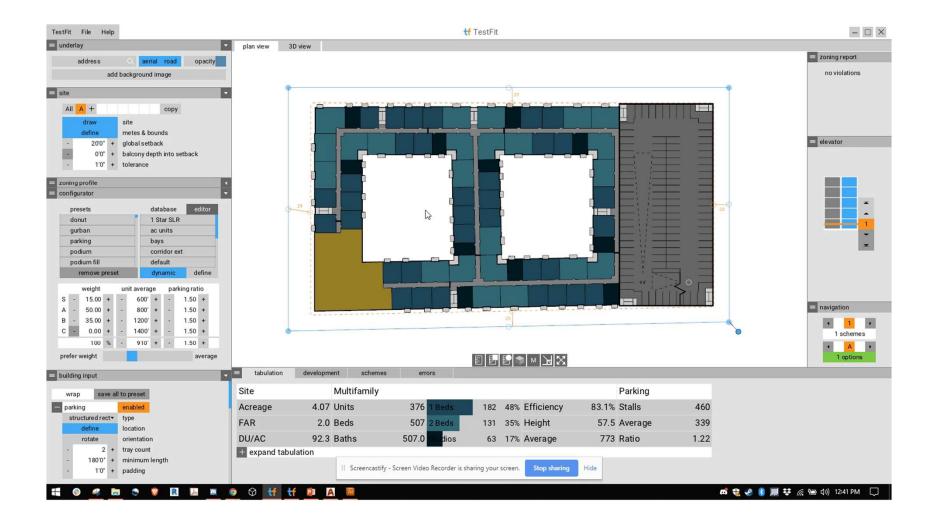
- Parametric Design
- Computational Iterative Design

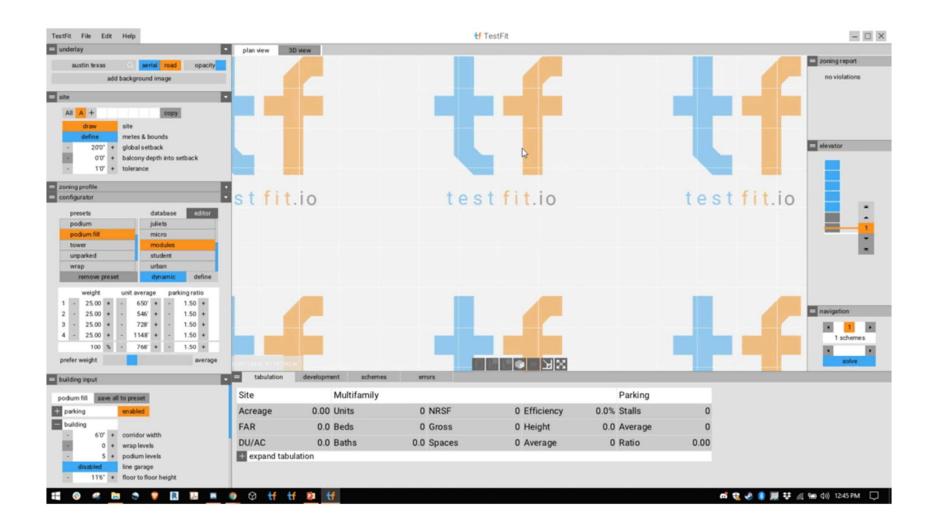
V Visualization

Process: There two classifications are discussed below:

Parametric Design: The demo of the parametric to be illustrated on the presentation slides

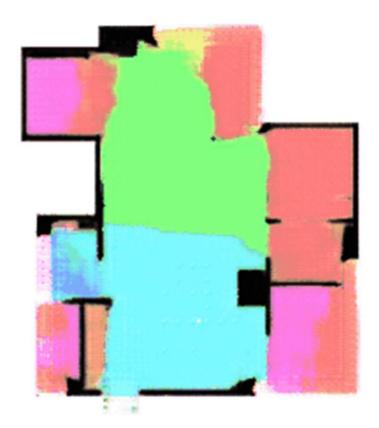














I Innovation

Chapter 4 I. Innovation

The role of a Digital Practice Manager is to effectively engage and provide Leadership to the firm in Innovation.

The Three C's of Effective Digital Design Leadership:

Communicate. Unsuccessful leaders tended to focus on the "what" behind the change. Successful leaders communicated the "what" and the "why." Leaders who explained the purpose of the change and connected it to the organization's values or explained the benefits created stronger buy-in and urgency for the change.



I Innovation

2. Collaborate. Bringing people together to plan and execute change is critical. Successful leaders worked across boundaries, encouraged employees to break out of their silos, and refused to tolerate unhealthy competition. They also included employees in decision-making early on, strengthening their commitment to change. Unsuccessful change leaders failed to engage employees early and often in the change process. buy-in and urgency for the change.



I Innovation

3. Commit. Successful leaders made sure their own beliefs and behaviors supported change, too. Change is difficult, but leaders who negotiated it successfully were resilient and persistent, and willing to step outside their comfort zone. They also devoted more of their own time to the change effort and focused on the big picture. Unsuccessful leaders failed to adapt to challenges, expressed negativity, and were impatient with a lack of results.





Make anything...

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