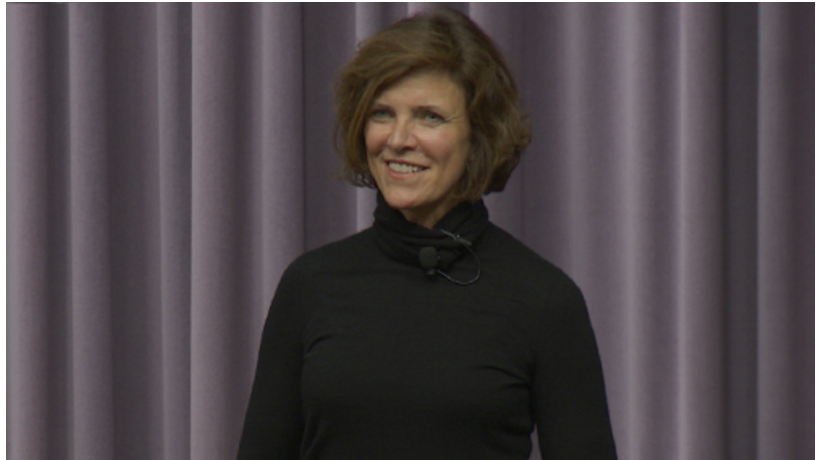


URL: <https://stvp.stanford.edu/clips/entrust-others-and-enjoy-your-work>

Acclaimed architect Jeanne Gang discusses how hiring additional people allows her to be more strategic about what she works on, and how the growth has led to a stronger organization. She also explains that time management is less of an issue in life if you do what you love.



Transcript

Still at this point in the office, I am still involved in all the projects and what we've done in our structure is bring up more design principles that are almost like doppelgangers and we can communicate very fluidly and they're excellent designers and they've been with us a long time.. So there is a kind of ability to spread it out a little bit more.. Oftentimes, I'll get really involved in a certain phase and then my involvement will be more - less frequent in other phases and maybe get back frequent again during construction, things like that.. So still trying to manage that and there isn't a lot of like personal time.. It's a lot of I do what I love to do and I do it all the time.. So - and I think a lot of us feel like that.. We have to make ourselves take breaks and things like that.. That's a nice thing about a creative profession or occupation is like you actually like doing it so much.. And the other thing I should mention too on your question is just that we've brought in people to - we've started to bring in people that can do - take things off of my plate that I used to have to do.. So when I first started the company, I was doing the quick books and doing the time and doing the - I was the tech person starting up the network and we would have 15 people suddenly go down on their computers and I would be at a meeting, I wouldn't let anyone let anyone touch it because I built it..

But I got over that.. And now, there is somebody who cares about that as much as I did at one point.. And as well as financial things and human resource things and things that - so that's actually helped liberate my time and it's also made us a stronger organization...