

ABOUT M. ARTHUR GENSLER, JR., FAIA, FIIDA, RIBA

FOUNDER, GENSLER

Art Gensler's 60-year career as an architect development. From tenant space planning, is a remarkable story—distinguished by beginning with the Alcoa Building in a commitment to advancing the profession San Francisco, his group developed the of architecture, building a practice that has global impact, supporting design education become the framework for interior and career advancement, championing the architectural projects throughout the benefits of sustainable architecture, and profession. Building on this, Gensler's making a difference in the communities firm went on to develop techniques and where the firm works.

History of the Firm

In 1965, with two employees, Art launched a different kind of architectural practice. Adaptive, proactive, and client-centered, the firm treated professional service as a privilege. Teamwork, not individual the evolution of the modern office accomplishment, would build the practice. Focused from the start on design's impact on human experience, the firm has Workplace Performance Index, whose transformed over five decades from an 190,000 respondents make it arguably interior architecture practice to a full-service design firm with more than 5,000 people and 47 locations across the Americas. Asia. and Europe. In 2015, the firm surpassed the \$1 billion revenue milestone for the first time.

As a pioneer in the practice of interior architecture, Art Gensler has played a significant role in developing client Beginning as workplace and retail understanding of the value of the designers, the firm gradually broadened to profession. Early in his career, he include consulting, brand design, planning, recognized the need for a new airports, tall buildings, and more. Today architectural discipline that encompassed Gensler has 31 areas of practice within programming, space planning, interior its studio structure, with offices in 16 design, tenant development, space countries. To date, this growth has management, and interior system

programming procedures that have procedures in project management, project staffing, fee control, budget control, general administration, and financial management that have become industry standards.

He also made the workplace a focal point for research, strongly influencing building typology. Those first beginnings of research have evolved into the firm's the largest repository of knowledge on workplace effectiveness.

Of the architects of his generation, Art Gensler stands out as the outstanding firm-builder. Like his predecessors. Louis Skidmore and William Caudill, he founded and built a collaborative practice that has had wide influence on the profession. taken the firm—and the architectural profession—into 123 countries worldwide.

This bench of wide-ranging talent, the firm, was the recipient of the California connected through the rare collaborative

Council AIA's 1995 Architecture Firm of culture nurtured by Art Gensler, now the Year award. In 2000, the firm received comprises a firm capable of managing megaprojects such as CityCenter (Gensler served as Executive Architect of the 67acre, 18 million-square-foot "city within a time that Gensler is widely viewed by its city" in Las Vegas), SFO Airport (beginning with the Central Terminal project in 1980 and continuing with comprehensive T2 and T3 renovations, and now embarking on T1 improvements), and Shanghai Tower (the 121-story mixed-use tower that is the new symbol of China's re-emergence on the global stage).

A Benchmark for the Profession

The firm that Art Gensler founded and built up over five decades has consistently defined the profession's standards for cultural and managerial best practices. His innovation was to make his clients developed world's economy—his reference point, and to insist that architecture firms could and should compare favorably the USGBC to reform the LEED Building to them.

Working with Business Week and Architectural Record, Art helped found the "Good Design is Good Business Awards" in 1997. This program closely reflects his own philosophy, the hallmark of his career: Architecture not only contributes measurably to the communities and organizations it serves, but it has the power to transform everyday life. Gensler,

the American Institute of Architects' national Architecture Firm Award. Institute President Michael Stanton noted at the peers as a model practice. In 2015, Interior Design magazine listed Gensler as "the most admired design firm" for the 35th year in a row.

Sustainability has long been a high priority for Art Gensler. In 2012, the U.S. Green Building Council awarded him the prestigious President's Award, recognizing his pioneering vision for the green building industry. Art's interest in the workplace led him to focus on energy conservation in the early 1970s and indoor air quality in the 1980s. He broadened that interest in the '90s by embracing sustainable design and a cross-section of the U.S. and the working tirelessly to promote its adoption by corporate and governmental clients. Beginning in 2000, he worked closely with Certification Program, and extend it into core-and-shell and building interiors. He helped make the Gensler firm an industry leader in sustainable practices, with nearly 1,200 LEED-accredited professionals currently on staff.

ABOUT M. ARTHUR GENSLER, JR., FAIA, FIIDA, RIBA (CONT.)

FOUNDER, GENSLER

The Importance of Education

Outside of the firm, Art is strongly committed to supporting the education of design professionals—endowing, for example, a scholarship program at Cornell University, his alma mater. In addition, he currently serves on the Advisory Council of Cornell's College of Architecture, Art and Planning and is a board member at the California College of the Arts. He has been a Visiting Professor both at Cornell and at the University of California, Berkeley, and has taught at the University of Arizona and Arizona State University.

Within the firm, Art has long insisted on a robust professional development program that encourages employees to explore new areas of interest and pushes them to expand their technical and leadership skills. This talent development network—ranging from the Gensler University Global Leaders program to its NextGen initiative—expands the horizons of the selected individuals and builds the firm's capabilities to work successfully all over the world. Gensler's talent development programs have been recognized with numerous national awards, including the AIA IDP Outstanding Firm Award.

An Emphasis on Community

Under Art's leadership, the firm has committed to creating positive impact through socially conscious design and civic engagement. Art Gensler has set the example and provided the direction

service, and pro bono work.

Most recently, through partnerships with like-minded organizations such as ACE Mentor Program of America, IIDA, and Project Color Corps, the firm has amplified its impact, supported underserved youth, developed design solutions, and mentored future generations. Over the years, Gensler's impact has been felt most significantly through Art's involvement in The San Francisco Committee on lobs, the San Francisco Chamber of Commerce, and the San Francisco Center for Economic Development.

Background and Professional Activities

An architect by profession, Art Gensler is a graduate of Cornell University, which named him "Cornell Entrepreneur of the Year" in 1995. In addition to his visiting professorships at the institutions named above, Art has been a Trustee and Vice Chairman of both the Buck Institute for Aging and the San Francisco Museum of Modern Art. Currently he is a board member for SFMOMA, the Buck Institute for Aging, and the California College of the Arts.

A founding member of the National AIA Committee on Interior Architecture, Art was elected to Fellowship in the American Institute of Architects in 1980, A Fellow

in creating a global network of designers of the International Interior Design and advocates working to help local Association (IIDA), he was presented communities through volunteerism, with the prestigious Star Award in 1992 in recognition of his outstanding contributions to the contract design industry. He is a charter member of Interior Design Magazine's Hall of Fame, established in 1985 to recognize individuals making outstanding contributions in the field of interior design. He is widely credited with elevating the practice of interior design to professional standing, and these honors recognize that contribution. He is also a professional member of the Royal Institute of British Architects (RIBA).

> In 2005, Art received the Lifetime Achievement Award from Ernst & Young LLP at the firm's annual Northern California Entrepreneur of the Year awards. The award is presented to an individual whose extraordinary entrepreneurial achievements, creativity, leadership, and vision have established a new industry that enhances the rapid growth of the world economy.

> In 2015. Art shared his lessons learned in building a world-class professional services firm with publication of "Art's Principles." In the acclaimed book, he covers the essentials of leadership, talent acquisition, and operations, while outlining the creative strategies that propelled a small business into one of the largest and most admired firms in the industry.



TIMELINE

M. ARTHUR GENSLER, JR.

Interior Design Award

1972
United Airlines Ticket Office in SF wins Architectural Record

1985

Arthur Gensler is inducted into Interior Design Magazine

Hall of Fame

1990

Gensler's projects span 48 states and 12 countries 2005

Arthur Gensler receives Lifetime Achievement Award from Ernst & Young LLP at the firm's annual Northern California Entrepreneur of the Year® awards

Gensler wins U.S. Green Building Council's 2005 Leadership Award

2008

Interior Design names Gensler Top Architectural Firm in the U.S. Gensler celebrates 50th Anniversary

2015

Arthur Gensler starts his own firm M. Arthur Gensler Jr. scholarship fund established at Cornell University

Our London office opens with the award of the Goldman Sachs headquarters

AIA names Gensler Firm of the Year gServe, Gensler's community service program debuts

Interior Design names Gensler #1 Most Admired Firm

1965

1980

1988

2000

)

2007

2014



#1 Building Design 2016 World Architecture 100





#1 Firm

VMSD Top Retail

Design Firms

of 2015

#1 Interior Design 2015 Top 100 Giants



#1 2015 Architectural Record - Top 300 Architecture Firms



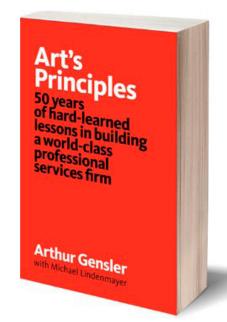
COMMITMENT TO EDUCATION

M. ARTHUR GENSLER, JR.

Art Gensler has been a strong advocate of education since the founding of the firm. Two scholarships were created under his leadership, including the Diversity Scholarship, a juried program that recognizes emerging talent among African-American college students enrolled in an accredited architectural program (winners receive an academic scholarship and an internship at Gensler's New York office), and the Gensler Brinkmann Scholarship Fund, which was established in 1999 as a memorial to Donald G. Brinkmann, a gifted interior designer, inspirational leader and former partner at Gensler. The scholarship fund celebrates Brinkmann's career-long commitment to nurturing new design talent by presenting outstanding interior design students with an internship and a financial award to be applied to their final year of school.

Art sees education as an opportunity to spark imagination and foster community development, and is committed to professional outreach and education. Art sits on the Board of Trustees and is Chairman of the Facilities Committee for CCA. As part of the firm's goal to embrace next-generation educational pedagogy and programs, Gensler and CCA have collaborated to create a longrange plan that will serve as a guideline for shaping the future of education – including new technologies and a prioritization of long-range sustainability in all its forms – environmental, social and financial.

Cornell University named him "Cornell Entrepreneur of the Year" in 1995, and he currently serves on the Advisory Council of Cornell's College of Architecture, Art and Planning.



"This book is a pithy, pragmatic compilation of the uniquely personal ideas that have powered Art Gensler's leadership in building his remarkable firm."

Ted W. Hall,Director Emeritus
McKinsey & Company





EDUCATION AND INSIGHT FOR LEADERS OF PROFESSIONAL SERVICES FIRMS

ART'S PRINCIPLES.

Art's Principles reveals the blueprint behind one of the most successful professional services firms, giving career-minded individuals the tools they need to excel in business. The book covers the essentials of leadership, talent acquisition and operations, while outlining the creative strategies that propelled a small business into one of the largest and most admired in its industry.

COMMITMENT TO COMMUNITY

M. ARTHUR GENSLER, IR.





Global Firm, Local Community

where we live and work.

By establishing a network with more than 200 community partner organizations, Gensler amplifies its outreach activities, creating new opportunities to

Gensler is committed to creating foster relationships with likepositive, enduring change through minded partners and clients, from social responsibility and civic the ACE Mentor Program to the engagement in the communities American Red Cross, Boys & Girls Clubs of America, Canstruction, DIFFA. Goodwill. Habitat for Humanity, United Way, We Care and many more.



In 2007 Gensler created a program called "gServe" to clarify, strengthen, and expand the reach of current community outreach activities and socially conscious design efforts throughout the firm. Following in Art's footsteps, people at Gensler are passionate about serving the community. The firm's commitment to employees includes empowering

them to pursue opportunities that challenge and inspire. By establishing a strong network, gServe amplifies the outcome of existing efforts and creates new opportunities to foster relationships with like-minded partners and clients.

LETTER OF RECOMMENDATION

M. ARTHUR GENSLER, IR.

25 Technology Parkway South, Suite 101 Norcross, GA, 30092 p: (678) 879-0929 f: (678) 879-0930

Greenway Group

December 28, 2015

Dear Jury Chair and Directors,

I am pleased to support the nomination of Art Gensler for the AIACC Lifetime Achievement Award. I have known Art professionally since the mid-1980s. I met him first when I was the Chief Executive of the AIA in Washington DC and we continue to collaborate through the Design Futures Council and the World Design Forum. I have learned a great deal from Art and his leadership success and his vision. From many vantage points he richly deserves this honor.

First and foremost, he is a powerful and resilient leader. He is world-renowned as an architect who has forged strong relationships. He is one of the most insightful and motivating personalities to work with, in part due to the multiple ways he articulates value propositions of design.

It has been impressive to watch Art's evolution as a professional and the morphing currency of his vision for the future. He possesses a rare combination of business and design genius. Moreover, he possesses a genuine self-awareness of his role as a professional. He is a role model who puts conceptual ideas into action models. These make the world and the profession better. He has navigated the storms in the global economy and each time his firm has come out stronger and better.

Art is one of the world's foremost experts at helping clients see the value of good design. He has a recipe for the expanding role of the architect in the 21st Century. His contributions to the entire AEC Industry have been awesome.

I can think of no other person more deserving of your honor. I recommend him without reservation.

Sincerely,

James P. Cramer, Hon AIA
Chairman/Founding Principal, Greenway Group
Chairman/Design Futures Council
Former Chief Executive Officer. The American Institute of Architects

"Art is one of the world's foremost experts at helping clients see the value of good design."

James P. Cramer, Hon AIA

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Chairman/Design Futures Council
Former Chief Executive Officer, The American Institute of Architects

LETTER OF RECOMMENDATION

M. ARTHUR GENSLER, IR.



Office of the Dean

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January 6, 2016

Dear AIACC Lifetime Achievement Award Council:

It is a pleasure and distinct honor to write on behalf of Art Gensler's candidacy for an AIACC Lifetime Achievement for Distinguished Service Award. I have known Art for the eight years of my deanship at Cornell University's College of Architecture, Art, and Planning. He is an alumnus of our architecture program, an ardent supporter of our academic mission, a trusted member of the Dean's Advisory Council, an occasional guest lecturer, a frequent mentor to our students, and an advisor of invaluable insights into the needs and future of the profession.

Art attributes a significant measure of his remarkable success to his education, and this has led to a life of interest in the academy and the training of future generations of architects. At Cornell, he has endowed a Visiting Critic position that allows us to invite practitioners from around the world to campus to teach and lecture. He has used his considerable knowledge of contemporary global practice to bring important exhibitions to campus, and during his regular visits to Ithaca he never fails to make time to meet with students clamoring to learn from his experience. His generosity of spirit is legend. His forthright personality and inclusive style disarm upon contact. Most importantly, he embodies a collaborative mode of leadership that serves as a model for the next generation of architects.

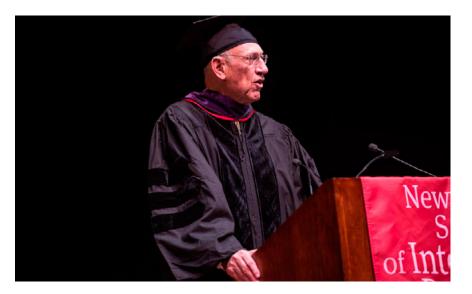
When asked to write on Art's behalf, I had to double check the AIACC website to be sure that it was not a mistake. Surely, if anyone had already earned a lifetime achievement award for service to the profession, it is Art Gensler. I wholeheartedly encourage you to honor this giant of the profession for his lasting and profound contributions.

Sincerely

Kent Kleinman Gale and Ira Drukier Dean

Diversity and Inclusion are a part of Cornell University's heritage.

We are a prognized employer and educator valuing AA/FEO Protected Veterans, and Individuals with Disabilities.



"Art attributes a significant measure of his remarkable success to his education, and this has led to a life long interest in the academy and the training of future generations of architects."

Kent Kleinman

Gale and Ira Drukier Dean, Cornell University

LETTER OF RECOMMENDATION

M. ARTHUR GENSLER, JR.

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CCO CALIFORNIA COLLEGE OF THE ARTS

January 19, 2016

Re: AIA California Council's Lifetime Achievement Awards

I am writing in support of the effort to recognize Arthur Gensler with a Lifetime Achievement Award from AIA's California Council. As the founder of Gensler, the largest architecture firm in the world, Art is renowned for his tremendous impact on the field. His experience building a successful client-focused, design-centric, international firm is an inspiration for architects, designers, entrepreneurs, and business leaders, as well as students.

In addition to being a leader in his field, Art has shown a lifelong commitment to education. For decades he has supported scholarships, provided students with internships, and nurtured the careers of thousands of young architects and designers. The impact of this generosity is immeasurable.

I have had the distinct pleasure of working closely with Art as a trustee of California College of the Arts (CCA) since he was elected to the board in 2011. His life and work exemplify the core values of the college: collaboration, community engagement, innovation, and sustainability. I am grateful for his leadership and vision in helping us advance the mission of CCA to train the creative leaders of tomorrow.

Sincerely,

Stephen Beal President





"His life and work exemplify the core values of the college: collaboration, community engagement, innovation and sustainability."

Stephen Beal

President, California College of the Arts





"The finest traveler experience in an earth-friendly package ... T2 is modern, restful, and intuitive. It demonstrates how to simultaneously achieve sustainability and enhance the traveler experience."

John L. Martin
Director, San Francisco Airpoi

San Francisco International Airport

San Francisco, CA

Gensler's design work at SFO has set a new benchmark for contemporary air travel, highlighting the Bay Area's distinct culture through its design, art and epicurean delights.

Art's relationship with the airport dates back to the late 1980s, and continues today with the current renovation of Terminal 1. Along the way there have been many successful collaborative projects with the airport, including Terminal 2, the first LEED Gold certified terminal in the United States, Terminal 3 East and Terminal 3 Boarding Area E.

From their first day of operations these projects have been a spectacular success with travelers, the airport and the travel press. Expansive, naturally-illuminated spaces greet passengers, intuitively guiding them at key decision-making points, such as post-security, pre-baggage claim and the departure lounge. The natural daylight makes the terminal easier for travelers to navigate, and creates a more healthy environment in which to travel.





MGM Mirage City Center

Las Vegas, NV Executive Architect

In 2004, MGM MIRAGE Design Group was given the assignment of assembling the team of leading architects, interior designers, and specialty consultants that would create CityCenter. After traveling around the world, conducting hundreds of interviews, MGM MIRAGE Design Group realized it would need to partner with a global design firm that could seamlessly reinforce and complement its in-house capabilities to orchestrate a project of unprecedented size and complexity, to meet a challenging, fast-track schedule. MGM MIRAGE asked Gensler to join the CityCenter design leadership team as its partner.

CityCenter is essentially an urban district, 67 acres (27.1 hectares) or about 12 Manhattan blocks in area. This made compact, high-density development possible. Connecting CityCenter by transit with the adjoining Bellagio and Monte Carlo properties, also owned by MGM MIRAGE, created an even larger setting that residents, guests, and visitors can experience on foot, without ever having to use cars or cabs to get to their destinations. This is part of what makes CityCenter a true "city within a city."

It took strong design leadership to bring the initial plan and building program to a fully realized vision of an urbane and dynamic place, the heart of a new world city of entertainment





Shanghai Tower

Pudong, Shanghai, China

Gensler's design incorporates cutting-edge sustainable innovation, including a double-skin façade, wind turbines, and a spiraling parapet that serves as a rain collection system.

The new centerpiece of the Lujiazui commercial district, Shanghai Tower is the most forward-looking of the three towers symbolizing Shanghai's past, present and future. Designed by a local team of Gensler architects to embody the city's rich culture, the 632-meter high (2,073 feet) mixed-use building completes the super-highrise precinct planned in 1990. Taking inspiration from Shanghai's tradition of small-scale courtyards and neighborhood parks the tower recasts them in high-density urban form.

The Tower's taper and asymmetry combine to reduce wind load on the building by 24%, offering considerable savings in both building materials and construction costs.

M. ARTHUR GENSLER, JR.





FAST @MPANY

Designer Art Gensler, "Design Work is Different than it was" November 19, 2010

By Fast Company Staff

Design veteran Art Gensler explains how design work is different than it was decades ago, how office design is about answering. "How do we get people to collaborate and interact?" And he tells us how "the everyday is evolving to be better."



Business Times

Art and Drue Gensler make \$5 million gift to the Buck Institut November 1, 2012

By Ron Leuty

San Francisco architect Art Gensler and his wife Drue have donated \$5 million to the Buck Institute for

Art Gensler has served 11 years as a trustee of the Buck and Drue Gensler is president of the Gensler



As a result of the gift, the Buck Institute said Thursday that its administrative facility will be named the Arthur & Drue Gensler Building.

"it's an honor to support scientists who care so much about improving the health of people everywhere, and it's a thrill to witness the progress that has been made since the institute opened its doors just 13 years ago," Gensier said in a Burk Institute ners release.

Gendler's 3,500-employee, San Francisco-based architectural firm is one of the largest design firms, wit 42 locations in the United States, Europe, Asia-Pacific and Africa. Its work includes Terminal 2 at San Francisco International Airport and interior work for corporate clients such as Intel, Facebook and

Buck Institute CEO and President Brian Kennedy said Art Gensler's hands on work with the institute is felt throughout the facility, including playing a role in developing an open-laboratory plan in the new stem cell research building and a geothermal heat exchange program that has reduced the institute's energy bills.

"His support, coupled with his towering presence in the world of architecture and construction, has been instrumental in opening doors to those who have helped the institute grow and thrive," Kennedy said in the release.

ARCHITECT

The Tower at PNC Plaza December 22, 2015



standard for sustainable skytczapers, dewising an innovative, low-energy strategy to heat and cool the building. From its one-of-a skuft, breathable double skin to its innovative workplace strategy, the LEED* Platinum-certified tower drives building performance to new levels. Through an integrated approach, the local tower advances the science of high-the-office buildings, introduces new benefits to the workplace and supports the community at large.

PROJECT DESCRIPTION

efforts to revive downtown Pittsburgh. In designing this new 32story corporate headquarters, Gensler and its partners set a new

FROM THE ARCHITECTS: Completed in October 2015, The Tower at PNC Plaza marks a new step in PNC's

Read about The Tower at PNC Plaza's progress, from initial design and development to official opening, at the GenslerOn blog.

Forbes Fireside Chats with Art Gensler: The Learning I

November 13, 2012



During a recent dinner in LA, I had the fortune to ask Art Genele about the founding days of its firm and the principles that guided him and helped gow Geneler set to the world's largest design firm with offices in over 2 cities. He is a dope wellpring of widen and to if 2 cities. He is a dope wellpring of widen and to if where the could thate his neights and perspectives. This is the first scallament of the monthly fireside chals with Art. This month we will learn about the 3 principles of becoming a learning Leafly.

THE 3 PRINCIPLES OF THE LEARNING LEADER

Art is a lifelong learner. He is perpetually seeking out new information and insights. He is guided by three basic principles that have shaped him into a learning leader.

PRINCIPLE 1: START WITH A QUESTION

Art says he spends most of his life questioning how things work. He emphatures that tarting out with a question was fundamental to his early success. As a trained architect with no formal business training, he turned each new client into a teacher student relationship. Even if it was subtle, he would transform client breakfast meetings into a classroom where he would learn what the clients needed, but also tap into their business zumen. He would then apply these lessons learned real time to his razene firm.

Now when you think about who was at the breakfast meetings, you gain a whole new appreciation for the teacher at the head of the "classroom". Until recently, it was the CEO or founder that engaged the architect and design firm. He or she saw this as a chance to shape environments which unlocked the potential of their enderprise.

Art has always been based in San Francisco and he witnessed the rise of the Silkon Valley scene. And this meant that the folks he was learning from included (conic minds like Steve Jobs. Art says organizations should seek out emerging trends and fields. For him, this frontier mindset means always being in a constant state of learning.

FORTUNE

How a chance encounter with JetBlue's CEO changed my business by Arthur Gensler



Luck is not a strategy for entrepreneurs, but knowing what to do with an unexpected opportunity can make or break your business

For entrepreneurs, success is a mixture of business savvy and the sense to recognize and act upon great opportunities when they come your way.

I founded Gentler—an organization that today includes 5,000 employees in 46 locations—50 years ago. When we began, we had three employees and 5200 in the bank. How did we manage to grow our company from a mom-and-pop shop into a leading global design firm?

The foundation for our success lies in observing key principles, which I share in Art's Propoles, my we book. Once of these principles centers on leverage journatiopsade opportunities, and that it's isomething any entropresent starting a professional services film must be able to do. Here's an example: When I was musting lies in a matering I were how, I called my substant in oranzing my Right schedule. When I was musting lies in a matering I were how, I called my substant in oranzing my Right schedule. \$1,000 to change my licket back to San Francisco. I appreciated her fingal nature but needed to get home. We needed another way.

Being cheap (and cautious with our firm's money) I told her about a new airline, JetBlue, that had flights to San Francisco for only \$115. She argued that they had only coach seats and that ididn't fit very well a coach seat. (I'm ball.) But for the difference in cost, I finally convinced her to get me a seat on JetBlue's later flight.

Later, as I was settling into my plane seat, a man's voice came on the PA system. He introduced himself as David Neeleman, founder and CIO of settline. <u>Bill U.0.598</u>. He said that he would be joining the flight attendants to serve dinks, and he hoped to talk to every seasonger. I thought this was frantation and suddenly gliad to be sitting farther back in the plane because it, gave me a few moments to think about how I would introduce myself.

San Francisco Chronicle

Art Gensler Proud Of Design, Largest Architect Firm in World March 15, 2014



Art Gensler was a kid in a candy store as he showed off the new east boarding area of the United Afrilines terminal at San Fancisco International Airport. He admired the video screen showing paths of airplanes in flight, pointed out art by Jay DeFoo and Wayne Thiebaud, hopped onto the children's play area, where patterned circles on the floor come to life with each step.

The lanky 78-year-old perked up even more at the sight of John Martin, SFO's director and for nearly 20 years a client of the architecture firm that Gensler founded in 1965.

"All these people sure look happy," Gensler beamed as airline passengers ambled by, many pausing at the sleek restaurants and shops along the way. "They're spending a lot of money, too," Martin emphasized.

"That's what we want," Gensler laughed.

The designer of the boarding area is Gensler the firm, not Gensler the man. But in some ways the two remain inseparable, even though he stepped down as chairman in 2010.

The price he takes in his creation is palpable, and no wonder. The firm he started with four drafting tables in sublet space near San Francisco's Jackson Square today is the world's largest architectural practice - a privately held company with 46 offices in 14 countries. More than 4,000 employees work in 27 practice areas ranging from tall buildings to product design.

Opportunities seized

All this occurred without mergers or acquisitions, Gensler instead sensing and seizing opportunity. It's a trait he perhaps inherited from his father, a ceiling tile salesman in New York.

WIRED

The Amazing Architecture That Captivated Us in 2015 December 31, 2015



transmit with a dealer glass contain real, in designs "neighborhoods." (\$2) bus contain the borough

Between its vegetable-shaped forms, urban generators, clever reuses, tech palaces, tree-scaped towers,

Our obsession with "gave white" forms seems to be retting down. Not long age, employing advanced comparter technology of bedfrom a building their what or obbots was results for capture our imagistations. Today, it requires something more, be it formal sophistications, environmental innovation, instruction statistics, consistent and martiess, devive a propriate, fincella lepsots, or connection to the surmounting bandcape. To pail this eff. architects are collaborating more closely with registerers, includate power, buildings in bandcape. To pail this eff. architects are collaborating more closely with registerers, undicate or leads to both bound basic client results of pailments, and fively or religiances, and where are results included to both bound basic client results.

Sure, we're still suckers for a great façade. (And, of course, many new buildings are still overwrought and gimmicky.) But at their best, architects are solving difficult challenges, lifting our spirits, and creating humane, inspiring settings for living, learning, entertaining, and working.

