

PROFESSIONAL SERVICE DEPENDENCIES
BETWEEN LANDSCAPE ARCHITECTS
AND ARCHITECTS

by

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Of the many people I would like to thank for making this research possible, I would first like to thank my friends. I read somewhere that friends are the family that you choose for yourself and without their support this process would have been difficult.

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ABSTRACT

PROFESSIONAL SERVICE DEPENDENCIES BETWEEN LANDSCAPE ARCHITECTS AND ARCHITECTS

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This thesis examines the professional service dependencies between landscape architects and architects practicing in single discipline private practice firms. Its intent is to determine the presence (or lack of presence) of dependencies within this subset of professional practice of both landscape architecture and architecture and the reasons dependencies exist. The primary hypothesis of this study is that dependencies exist between these two types of single-discipline practices.

Bornstein (1993) describes dependencies in a working definition as motivational, cognitive, affective and behavioral. Specifically, the term dependency has “no universally accepted operational definition” (Bornstein 1993, p. 18). It is, in the case of this thesis, used as a descriptor to describe the professional services between landscape architects and architects.

The study is based on literature from the disciplines of landscape architecture, architecture, psychology and organizational communication from which descriptions of professional services and dependencies are extracted. It uses in-depth interviewing to search for the existence of professional service dependencies and their manifestations.

This study cross-references the business practices of various single discipline private practice professional firms. After contrasting their scopes of work, current licensure records, and organizational behavior, a conclusion presents how these firms rely on each other, creating professional dependencies.

The results are that at the root, service to the client generates a need for responsibility for consistent expertise and quality output, causing the building of reputation. Ultimately, this reputation, over time gains trust and loyalty resulting in long-term personal and business relationships. Finally, further studies could elaborate on the professional dependencies found, exploring each dependency in further detail.

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CHAPTER 1
INTRODUCTION
1.1 Introduction

In this introduction, the research objectives of this study are described and the research questions sought to be answered are listed. Definitions of the terms used in this paper clarify the terms and themes addressed through the research. The significance and limitations of the study as well as an introduction to the methodology used are included here.

This study aims to identify the existence of professional service dependencies and define the term as it exists in the relationships between single-discipline landscape architecture firms and single-discipline architecture firms in the Dallas-Fort Worth area. By addressing only those practices that are single-discipline the study provides a framework to examine which dependent variables exist between these subsets of the two professions. Discussed here are objectives to find the dependent variables of this professional relationship as determined through the study.

This thesis purports that professional service dependencies do exist between landscape architects and architects practicing in single discipline private practice firms. For example, architects depend on landscape architects to provide contextually relevant expertise to the surrounding environment (Respondent A 9). The term professional service dependency is undefined. It is a combination of two defined terms: professional service and dependency. The study is concerned with identifying the two terms separately and through examination providing a definition and proving the existence of the whole term. In this study the term dependency is defined through the field of psychology and the term professional service is defined through the field of organizational communication (Bornstein 1993; Greenwood et al. 2005). Prior to identifying a definition through the data the ad hoc definition of professional

service dependencies for use in the next few chapters is the reliance on professional expertise by a professional service provider.

The relationship between landscape architects and architects dates back to the time of Frank Lloyd Wright and Jens Jensen. In reference to the end of their correspondence, Russell alludes to this dependency saying, “By this time the 83-year-old landscape architect might have felt it was time to stop holding the hand of a 76-year-old architect. Frank Lloyd Wright surely felt the silence of one of his most steadfast and tolerant friends” (Russell 2001, p. 153). Although the two professions have worked closely together since the dawning of the profession of landscape architecture little is written about the dependent nature in existence between them. The thesis aims to understand the dependencies that landscape architects and architects practicing in single discipline private practice firms have on the professional services between the two. Through this understanding, the study results can help professionals to better manage interactions and provides an opportunity for long-lasting professional relationships as seen with Frank Lloyd Wright and Jens Jensen.

1.2 Research Objectives

The primary objective of this paper is to determine if professional service dependencies exist and to identify what those dependencies are between single-discipline landscape architecture and single-discipline architecture firms. The data analyzed in this study examine the existence of professional service dependencies and what implications these dependencies have on the two professions. The research aims to define the term professional service dependency, determine the presence of these dependencies between the two disciplines, and catalog those dependencies for each profession enabling improved and long-lasting professional service relationships.

1.3 Research Questions

The principle questions raised in this paper are:

1. What is the definition of professional service dependency?

2. Do professional landscape architects and architects practicing in single discipline private practice firms exhibit professional service dependencies?
3. Do these dependencies influence the professional relationship between landscape architects and architects practicing in single discipline private practice firms?
4. Why do professional service dependencies exist?

1.4 Definition of Terms

The following definitions provide information to further explain specific words and subjects used or referenced in this paper:

Attribute: Elements which influence the analysis but are separated from the dependency itself (Cox et al. 2001, p. 125)

Dependency: There is no “universally accepted operational definition for dependency” (Bornstein 1993, p. 18). Bornstein’s explanation of dependency can be broken down into four categories.

Motivational: A marked need for guidance, approval, and support from others

Cognitive: A perception of the self as relatively powerless and ineffectual, along with the belief that others are powerful and can control the outcome of situations

Affective: A tendency to become anxious and fearful when required to function independently, especially when the product of one's efforts are to be evaluated by others

Behavioral: A tendency to seek help, support, approval, guidance, and reassurance from others and to yield to others in interpersonal transactions (Occhio 2001; Bornstein 1993, p. 19)

Professionals: Individuals with a goal of “providing a service exchange for a living” (Vernon 1987, p. 13)

Professional Service: A primary asset of a highly educated workforce whose outputs are intangible services encoded with complex knowledge (Greenwood et al. 2005, p. 663)

Single-discipline: Knowledge associated with one academic discipline or profession

Structuration Theory: “Generation of systems of interaction through duality of structure” (Bryant 1991, p. 9)

1.5 Significance and Limitations

This research provides a framework for identifying methods to improve personal and business relationships between landscape architects and architects practicing in single discipline private practice firms. Through the identification of dependencies from the data it is hypothesized that each discipline gains knowledge of personal and business relationship responses. These responses, ultimately, lead to better working relationships. In addition, unavailable or inconsistent data about each firm’s scope of work limit the research. Data reveal no evidence of a definition of the term professional service dependency.

1.6 Introduction to Methodology

Using the qualitative research methods as described by Taylor and Bogdan (1998), this study incorporates theoretical sampling and in-depth interviews for data collection purposes. Utilizing the constant comparative method (Glaser and Strauss, 1967), themes in the data are identified. The data is then coded according to the themes discovered. Finally, conclusions state the findings from the data analysis.

1.7 Summary

The research objectives, research questions, definitions of terms used throughout the paper, significance and limitations, and an introduction to the methodology used have been described in this introduction. The goal of this thesis is to determine if professional service dependencies exist between landscape architects and architects practicing in single discipline private practice firms. Defining the term professional service dependency is another goal

derived from the data collected from professional offices thought to practice it. In addition, dependencies are thought to lead to underlying themes supporting improvements in working relationships between this subset of landscape architects and architects, thus potentially enhancing business relationships.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This literature review examines scholarly work in a variety of fields. The disciplines relevant to this study are psychology to define dependency (Bornstein 1993; Cox et al. 2001; Occhio 2012) and organizational communication to define professional services and relationships (Bryant and Jary 1991; Greenwood et al. 2005; Perlow et al. 2004; Putnam and Poole 1987; Shockley 2002; Stohl 1995; www.theory.org.uk 2012; Vernon 1987). The practice of landscape architecture is addressed through historical references, descriptions of the practice, and reflections on working relationships with architects (Roberts 1995; Klaus 1997; Steinitz 1990; Olin 1995; Russell 2001; Brabec 1992; Nassar and Johnson 1990; Francis 1982). Professional organizations are referenced to define the scope of work of landscape architecture and architecture (www.asla.org 2012; www.aia.org 2012).

The word “dependency” has roots in the discipline of psychology (Bornstein 1993; Cox et al 2001; Occhio 2012). This chapter examines those roots for a definition and broader understanding of how dependency plays a role in personal and business relationships.

In the field of organizational communication, Anthony Giddens, the author of structuration theory, uses the person or agency and the context, or discipline, to explain interdependency between two parties (Giddens, 1977). In addition, relationships categorized under organizations identify the existence of interdependence (Stohl, 1995). That interdependence leads the literature to investigate professional services and their associated dependencies as well as the reputations at stake (Greenwood et al. 2005). Professional organizations such as the American Society of Landscape Architects and the American Institute

of Architects define their disciplines with pride and thorough descriptions of their scopes of work.

Through the literature, a framework is developed into which the thesis is categorized by existing scholarly research. These categories compile the data to support the hypothesis that professional service dependencies exist and that a workable definition can emerge from data generated from those who practice it.

2.2 Dependency

2.2.1. Defining Dependency through Psychology

“There is no universally accepted operational definition for dependency” (Bornstein 1993, p. 18). To support his hypothesis, Bornstein identifies a four-tiered working definition of dependency as follows:

Motivational: A marked need for guidance, approval, and support from others.

Cognitive: A perception of the self as relatively powerless and ineffectual, along with the belief that others are powerful and can control the outcome of situations.

Affective: A tendency to become anxious and fearful when required to function independently, especially when the product of one’s efforts are to be evaluated by others.

Behavioral: A tendency to seek help, support, approval, guidance, and reassurance from others and to yield to others in interpersonal transactions (Bornstein 1993, p. 19).

According to Respondent LA 2, landscape architects tend to describe their discipline as a subsidiary to that of architecture. This opinion exemplifies one of the four tiers of dependency as defined by Bornstein. This thesis highlights Bornstein’s definition of behavioral dependency as opposed to cognitive dependency for this reason (1993). For the purposes of this thesis, the perception that landscape architects practicing in single-discipline private practice firms struggle to remediate is cognitive dependency, not wanting to give power to the discipline of architecture (Bornstein, 1993). However, for the purposes of defining professional service dependencies,

Bornstein's definition of behavioral dependency is closer to what this thesis aims to discover. This is supported by a study on behavioral approaches in the practice of landscape architecture (Francis, 1982).

2.2.2. Modeling Dependent Relationships

Four models demonstrating dependent entities in various situations are modeled by Cox, Delugach and Skipper (2001) and explained below. As modeled by Cox et al. (2001) varieties of dependencies exist. The figure below demonstrates a general form of dependency involving multiple entities. An example of this would be when the primary consultant is the architect on a project who is responsible for communicating the client's needs to all possible sub-consultants including, but not limited to landscape architects, mechanical engineers, electrical engineers, irrigations contractors, landscape contractors, building contractors and the like.

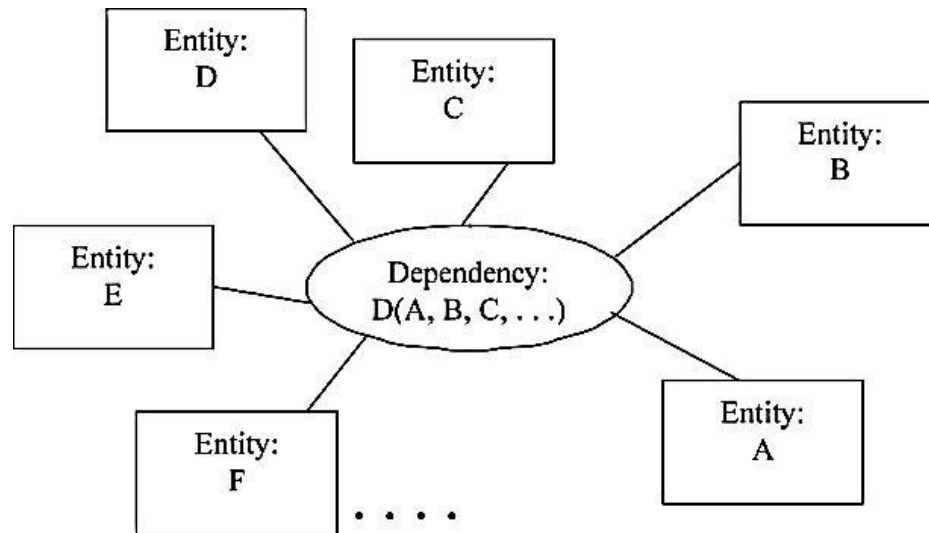


Figure 2.1 Graphic Representation of Most General Form of Dependency (Cox et al. p. 120)

Each entity can respond differently to the dependency transient, meaning that just because the various entities share a dependency, does not mean that the dependencies are the same or equal. The entity can either be one directional or bi-directional (depicted below) based on the

dependency and the entities involved. Figure 2.2 illustrates two models of dependencies. The interdependent model (a) shows how two entities both engage with the dependent variable in two directions. The simple dependency model (b) shows how one entity can demonstrate dependence while the other does not. An example of image (a), or bi-directional dependency, is when a landscape architect and an architect both depend on the other's professional service (Respondent LA 2). On the other hand, in image (b), an example of one directional dependency is when a landscape architect depends on an architect for project procurement, but the architect does not depend on the professional service of that particular landscape architect (Respondent A 2). Another example is when the landscape architect serves as a planner to the client and suggests an architect to the client. In this example the architect depends on the landscape architect for project procurement.

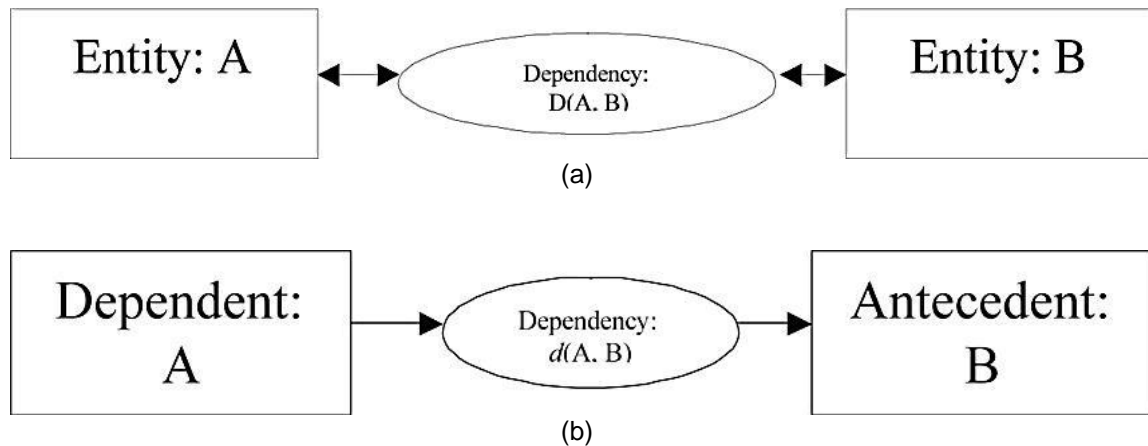


Figure 2.2 Dependency models describing (a) Bi-Directional Dependency, or Interdependency, between Two Entities and (b) Graphic Representation of the Simplest Dependency (Cox et al. 2001, p. 120)

These models of dependency visually depict how the dependent variable interacts with the dependent entity, the non-dependent antecedent, and the contributing attributes hoped to be identified through this study. In the figure below, the example attributes are contributing to the dependency, but do not necessarily interact with the dependent entity or the antecedent unless a dependent interaction is in place. For example, an architect (Dependent A) may be

dependent (Dependency) on the skills and expertise of a landscape architect, an engineer, and contractors (attributes) to complete a project (Antecedent B).

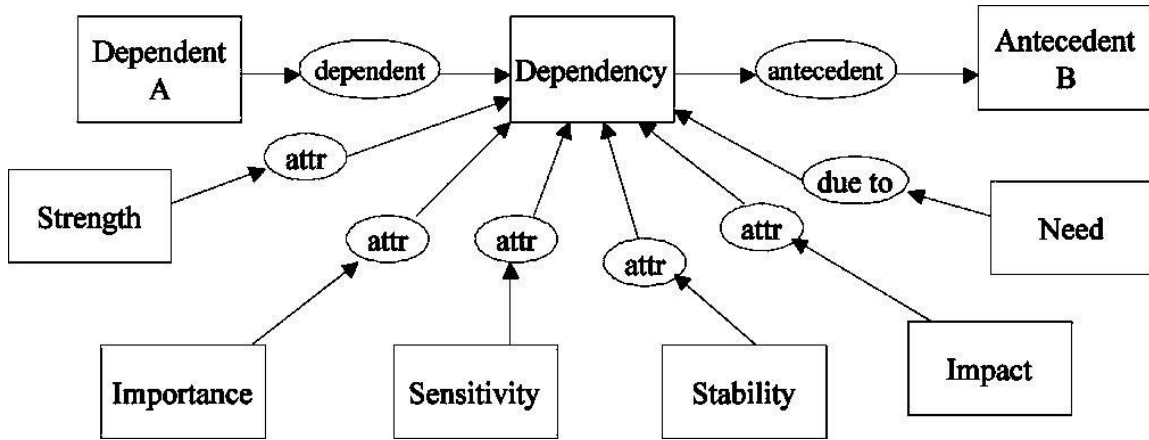


Figure 2.3 Dependency Type Hierarchy (Cox et al. 2001, p. 124)

Dependency can mean a variety of things, but for the purposes of this study, dependency is examined on a primarily behavioral level, defining dependency based on interpersonal transactions. Furthermore, according to Francis (1982), behavior helps to identify the relationship between allied professions such as landscape architects and architects practicing in single discipline private practice firms. Thus concluding that dependency defined as behavioral can help the study identify professional service dependencies, and ideally, define the term.

2.3 Professional Service Firms

Professional service firms are "...those whose primary assets are a highly educated professional workforce and whose outputs are intangible services encoded with complex knowledge" (Greenwood et al. 2005, p. 663). Professional service firms are common in both landscape architecture and architecture as well as other allied disciplines (Vernon, 1987). This definition supports the concept of intangible service outputs and benefits this research by describing it as such.

2.3.1 Associated Dependencies

“Underdeveloped in the literature is how ... dependencies can be effectively managed to improve performance” (Greenwood et al. 2005, p. 663). This means that management of dependencies has yet to be developed. Through the identification of dependencies, which this thesis aims to find, results can be identified generating improvements related to performance management. These results can serve to improve professional relationships as well as the overall output of deliverables.

Management of dependencies is coupled with the “dependency of professional service firms on their professional workforce” (Greenwood et al. 2005, p. 670). As the awareness of dependencies gives rise to effective management, the root of the dependent nature is internal. The reliance lies on the shoulders of the people who are producing or those individuals working in the firms.

2.3.2. Reputation

“Reputation positively affects performance... [a] positive relationship between balanced diversification and performance” (Greenwood et al. 2005, p. 665) can greatly affect the reputation of a business.

Reputation is very important to a business. “When you work with an architect and you work with them well or are able to meet the services or exceed them, they will call you back” (Respondent LA 11). “You [may] work on an architecture project for 2 or 3 years and you get to know people really well. You gain [a level of] comfort and become friends. The next time a project comes up, they want to use you” (Respondent LA 8). Reputation leads to repeat business and creates sustaining relationships.

2.4 Organizational Communication

Organizational communication is a branch of the communication discipline focusing on the styles and theories applied to organizational settings (Shockley, 2002). The theories

represented in this field describe the nature of communication between landscape architects and architects practicing in single discipline private practice firms.

2.4.1 Definition of Organizational Communication

“Organizational communication [is] the process through which organizations are created and in turn create and shape events. The process can be understood as a combination of process and people, messages, meaning and purpose” (Shockley 2002, p. 28). Through a process and/or certain individuals, a landscape architect and an architect can send messages and give meaning or purpose to a communication event. The interactions described are common to many organizations and disciplines.

2.4.2 Structuration Theory

“[Structuration] refers abstractly to the dynamic process whereby structures come into being” (Giddens 1977, p. 121). Giddens abstractly defines the cyclical nature of dependent relationships “...by showing how social structures are both constituted by human agency, and yet at the same time are the very medium of this constitution” (Giddens 1977, p. 121). What he means is that an entity can equally participate in something as much as it can create the environment in which it sits. The very nature of an interdependent relationship is cyclical and each part plays to the whole. It is just as much the responsibility of the architect as the landscape architect to uphold a bidirectional dependency.

2.4.3 Relationships Defined through Organizational Communication

The existence of relationship “...is an essential component of organizations... our status, power, and even the trust people have in us is determined, in part by our personal connections” (Stohl 1995, p. 75). The relationships identified in organizational communication maintain “three general characteristics” in reference to organizational conflict “... - interaction, interdependence, and incompatible goals” (Stohl 1995, p. 75; Putnam and Poole 1987).

2.5 American Society of Landscape Architects

The American Society of Landscape Architects (ASLA) defines the practice of landscape architecture as "...any service where landscape architectural education, training, experience and the application of mathematical, physical and social science principles are applied in consultation, evaluation, planning, design... and administration of contracts relative to... the functional and aesthetic use and preservation of land" (www.asla.org 2002).

2.6 American Institute of Architects

The American Institute of Architects (AIA) defines the practice of architecture as "...a service or creative work applying the art and science of... design concepts, planning for functional relationships... establishing the form, appearance, aesthetics, and construction details for the construction, enlargement, or alteration of a building or environs intended for human use ... which requires education, training, and experience..." (www.aia.org 2012).

2.7 Implications

The implications of understanding dependency, organizational communication, professional service and the definitions of the practices of landscape architecture and architecture are to guide the research and to value the criteria based on relevant and previously reviewed data. These resources provide an understanding or framework by which the data, when collected, can be compared to, contrasted against or coded by, in order to develop emerging themes or classifications as identified in these texts.

2.8 Summary

In summary, the literature provides information and comparable working definitions by which the data, when collected, can be valued. Behavioral dependency identifies with the term professional service, which as defined, holds an intangible value. That value is one by which the data can be compared or contrasted. In seeking definitions of the scope of work from AIA and ASLA, the comparison between the two disciplines becomes increasingly more distinct.

CHAPTER 3

RESEARCH METHODS

Using qualitative methods (Taylor and Bogdan, 1998), this thesis incorporates theoretical sampling and in-depth interviewing for collecting data. Qualitative methodology refers to the broadest sense of research where data is extracted from people's spoken words or behavior. Using a procedure of qualitative methodology called theoretical sampling data are identified on an on-going basis by consciously selecting additional cases to be studied according to the potential for developing new insights or expanding and refining those already gained. In depth-interviewing follows, classified as non-directive, unstructured, non-standardized and open-ended interviews directed to understand informants perspectives as described in their own words developing a grounded theory approach. This technique generates social theory and concepts enabling researchers to develop and verify hypotheses to find logic.

After data collection, the constant comparative method (Glaser and Strauss, 1967) and data coding help to identify themes that emerge from the data collection. Finally, data are collected and analyzed according to the constant comparative method identifying themes. These data are then reviewed and compared, or more data are collected to confirm, refine, discard, or elaborate the themes found.

3.1 Key Informants

Using a list of currently licensed landscape architects and architects in both Dallas and Fort Worth from relevant ASLA and AIA websites, this thesis cross-references those data with a list of currently licensed landscape architects and architects from the Texas Board of Architectural Examiners website. From this cross-referencing, the list is delimited to those firms and professionals with active licenses. After compiling those data, a key informant

recommends contacting any professionals or firms listed under the following criteria: Each firm must be a single-discipline landscape architecture (or architecture) firm with a potential working relationship with a single-discipline architecture (or landscape architecture) firm. Next, the firm is to be analyzed for sector or types of work according to what projects are published on the firm's website. At this point, the research process requires that contact be made to request an interview with said firm.

3.2 Firm Selection Process

In order to attain a range respondents represented in the data, each firm is analyzed by the type of work it does, the age of the firm, and the size of the firm. With representation from large, medium and small firms, a broader range of responses to the research questions is expected.

3.3 Coding the Data

Each firm is given a number and letter for privacy protection and anonymity. A list of types of work from the AIA and ASLA websites is compiled. That list includes the following:

Academic Campus	Land Planning
Conservation	Monuments
Corporate/ Commercial	Parks and Recreation
Gardens or Arboreta	Reclamation
Green Infrastructure	Residential
Historic Preservation and Restoration	Streetscapes and Public Spaces
Hospitality and Resorts	Transportation
Institutions	Urban Design
Interior Landscapes	

Based on the information published on each firm's website the data are coded according to the types of work listed above and compared in Tables 3.1 and 3.2. Each numerical value represents the number of occurrences of that particular type of work. For example, if a firm has 9 "Academic Campus" projects listed on its website, then a number 9 can be seen under "Academic Campus." The age of the firm and size of the firm are listed if the information is published on the website or has emerged through data from the interview. A total number of published projects can be found in the totals column. This process is followed for both single-discipline, private practice, landscape architecture and architecture firms. Both professions are measured against the same categorization of types of work for the purposes of consistency in the research.

Table 3.1 Landscape Architecture Firm Descriptions and Number of Projects as per Type of Work

Landscape Architecture	Age*	Size	Academic Campus	Conservation	Corporate/Commercial	Gardens and Arboreta	Green Infrastructure	Historic Preservation	Hospitality	Institutional	Interior Landscapes	Landscape Art	Monuments	Parks and Recreation	Reclamation	Residential	Streetscapes/Public Spaces	Transportation	Urban Design	TOTAL
1	60/22	9	9	8	1				18			18				4		14		72
2	31	9		2	1	4	4	5	1			3		15				16		51
4	25	16		4		1	1	2				3		2		1	1	10		25
5	55/39	30	67	46	32		75		81	30			104	14	193	113	24	183		962
8	2	26		2	1	2				3			1	1		2			4	16
11	x	7							1			2						1		4
12	x	x							6		1	2				6	7			22
13	x	7	x		x				x										x	4 items
18	28	2			x				x						x					3 items

*Some instances reflect two numbers: Original firm age/Merged firm age

Table 3.2 Architecture Firm Descriptions and Number of Projects as per Type of Work

Architecture	Age	Size	Academic Campus	Conservation	Corporate/Commercial	Gardens and Arboreta	Green Infrastructure	Historic Preservation	Hospitality	Institutional	Interior Landscapes	Landscape Art	Monuments	Parks and Recreation	Reclamation	Residential	Streetscapes and Public Spaces	Transportation	Urban Design	TOTAL
2	27	60	10		1				54				9		1	2				77
7	41	x							x											1 item
9	28	3			x				x						x					3 items
12	49	48	8		12	1			29	12			6			12				80
13	3	2			x										x					2 items

3.4 Interview Process

Following Taylor and Bogdan’s (1998) style for in-depth interviewing, scheduled interviews took place either face-to-face in the case of one respondent, via email in the case of another, or for the majority, using recorded telephone sessions. In order to obtain the interview, a request for participation email was sent to each principal or owner of a single-discipline landscape architecture or architecture firm who potentially had working relationships with the other.

3.5 Interview Questions

Listed below are the interview questions posed to each participant:

- 1) Does your firm have a sustained relationship with a professional (landscape architecture/architecture) firm?
- 2) What does the term “professional service dependency” mean to you?
- 3) Do professional service dependencies exist within your professional relationship(s)?

From the recordings of these interviews containing each respondent's answers to these questions and through the constant comparative method (Glaser and Strauss, 1967), the data are coded according to emergent themes revealed through repetition.

Table 3.3 Interview Question Responses: Emergent Themes from Landscape Architects

	Landscape Architecture Sustained Relationship with Professional Architectural Firm	Definition of Professional Service Dependency	Professional Service Dependencies within relationship(s)	Other
1	Y (+)	Quality of deliverables, repeat project procurement, confidence of client	Y, Personal relationship, quality of exchange, quality of deliverables, consistency in performance, longevity, expectations understood	Repeat business = advantage, take for granted = disadvantage
2	Y	Personal relationships, repeat business, sectors of work, design service	Y	Bi-directional dependencies, flexibility to changes
4	Y (+)	Quality of deliverables, quality of output, integration, project procurement, design, client service	Y, Quality of output	X - dependency + "strategic alliance," identity crisis
5	Y (+)	Knowledge, expertise, interconnected, collaboration,	Benefit, long term relationship, quality output, collaboration, trust, balance, skill	
8	Y (+)	Expertise, quality of deliverables, collaboration, referral, consistency in product, style, personality, expertise, trustworthiness, design philosophy, delivery, fees, sector	Y, Referral	X - dependency + "relationship," bi-directional confidence/trust
11	Y	Delivery, performance	Y, Trustworthy relationships, collaboration, quality consistency (meet or exceed)	X - dependency + "working relationship," can't take for granted, bi-directional, trust, quality yields repeat business
12	Y (+)	"Zero error expectation", understanding of responsibility, trust in personal relationships	Y, Personal relationships, collaboration, design quality, quality of deliverables, client service and attention	Culture of firms - larger, less inclined to receive feedback
13	Y (+)	Design philosophy, project procurement, communication with client, understanding design	Y, Business relationship, personal relationship	Architect = quarterback, but both are needed to hear and interpret the client's vision
18	Y (+)	Reliance on service, referrals, integrity/trust, relationships, scope of work	Y, Referrals, integrity	Financial: kickbacks- convoluted dependencies

(+) Indicates "multiple" sustained relationships

Table 3.4 Interview Question Responses: Emergent Themes from Architects

	Architecture Sustained Relationship with Professional Landscape Architectural Firm	Definition of Professional Service Dependency	Professional Service Dependencies within relationship(s)	Other
2	Y (+)	Benefit to both parties, collaboration, relationship reinforcement, deliverables, personality	Y, LA is more dependent on project procurement, could go both ways, but doesn't	X - dependency + "synergy"
7	Y (+)	Production of necessary documents, permits	Y, Quality of knowledge, expertise in field/region, to fulfill requirements	"Concert"
9	Y (+)	Design harmonization, style, "concert"	Y, Design harmonization, expertise in field/knowledge of discipline/region. CA, grading and drainage, regional horticultural expertise	"Nothing better in our work than for the two to really be in concert together"
12	Y	Serve to client, expertise,	Y, Referrals, reputation, relationships, trust,	"More time spent in profession, more reliant on dependent relationships"
13	Y	Expertise, professional license	Y, Quality output, relationships	

(+) Indicates "multiple" sustained relationships

In this Table, the data are collected and sorted according to the question and coded for themes emerging through repetition. Responses that have been collected from this process for question number 1: Does your firm have a sustained relationship with a professional (landscape architecture/architecture) firm?

Yes

Yes, many

Yes, multiple

All participants who have responded have said yes. Themes that have emerged for question number 2: What does the term “professional service dependency” mean to you?

Dislike of term “dependency”	LA: 4, 8, 11	A: 2
Deliverables	LA: 1, 4, 8, 11	A: 2, 7
Referrals/repeat business/ Project procurement	LA: 1, 2, 4, 8, 13, 18	
Quality of output	LA: 4	
Personal relationships	LA: 2, 12, 18	A: 2
Design service	LA: 2, 4, 8, 13	A: 9
Sector of work	LA: 2, 8, 18	
Client service	LA: 1, 4, 13, 18	A: 9
Product consistency	LA: 8	
Performance	LA: 11	
Trust	LA: 8, 12, 18	
Collaboration	LA: 4, 5, 8	A: 2
Knowledge	LA: 5	
Expertise	LA: 5, 8	A: 9, 13
Personality	LA: 8	A: 2
Style	LA: 8	A: 9

Fees	LA: 8	
Responsibility	LA: 12	
Benefit		A: 2
Professional license		A: 13

Themes that have emerged for question number 3: Do professional service dependencies exist within your professional relationship(s)?

Yes	LA: 1, 2, 4, 8, 11, 12, 13, 18	A: 2, 7, 9, 12, 13
Personal relationships	LA: 1, 12, 13	A: 12, 13
Business Relationships	LA: 13	A: 12, 13
Quality of exchange	LA: 1	
Performance consistency	LA: 1, 11	
Longevity of relationships	LA: 1, 5	
Quality of output	LA: 4, 5, 11, 12	A: 13
Quality of deliverables	LA: 1, 12	
Trustworthy relationships	LA: 5, 11	A: 12
Expertise in field/Skill	LA: 5	A: 2, 9
Referrals	LA: 8, 18	A: 12
Expectations met	LA: 1	
Benefit	LA: 5	
Collaboration	LA: 5, 11, 12	
Balance	LA: 5	
Client service	LA: 12	
Integrity	LA: 18	
Knowledge		A: 2, 9
Project Procurement		A: 2

Fulfill Requirements	A: 2
Design harmonization	A: 9
Reputation	A: 12

The data collected from question number 3 shows a unanimous “yes” as well. As the data remains consistent, themes become more prevalent and overarching themes emerge. Themes that emerge from the data are: Quality of design and deliverables; Expectation of expertise, knowledge, collaboration, design philosophy, and style; Relationships in the personal, business and longevity sense; Project procurement as related to repeat business and sector; Client attention and confidence in output; Consistency in performance and product. These themes are true for both sides of these subsets of the professions. Refer to Figure 4.1 for further clarification. In addition, as suggested through the data, these themes follow an order or systematic approach. Beginning with the client, expectations and consistencies can be classified under responsibility.

3.6 Significance and Limitations

As data emerge from the interview questions a definition emerges for the term professional service dependency. The patterns developing from the data offer an understanding of which dependencies exist for each discipline.

The spectrum of participants, although varied, is narrow. The number of participants is limited based on delimiting criteria for published licensure verification through AIA, ASLA and TBAE listings. Participants hesitate to reveal business transactions which makes them “dance around” descriptions exemplifying professional service dependencies. They also hesitate to accept the term “dependency;” however, once a conversation begins, the term is more readily accepted for lack of a better word. Participants also hesitate to participate. The number of questions asked is too few, although, open-ended enough to allow descriptive conversation to flow. The full scope of work of a firm is not always available on their website and the terms used to classify types of work seem to be interchangeable. Additionally, work samples may be

duplicated under multiple sector categories on a company's website. For example, a project classified as mixed use may also be present in the commercial category. These category limitations inhibit accurate accounts of published work listed by each firm's website.

3.7 Summary

Although the limitations prevent some evidence from being confirmed, enough data is procured to analyze the patterns. Through qualitative methods, the information can be organized and reviewed for themes. Those themes describe categories of information derivative of the qualitative methodology. From the use of key informants, to theoretical sampling, through analysis using the constant comparative method, and themes emergent through in-depth interviewing, data are revealed, defining the term professional service dependency, proving the existence of dependencies in the professional relationships, and identifying those dependencies.

CHAPTER 4

ANALYSIS AND FINDINGS

Through qualitative methods (Taylor and Bogdan, 1998) results are found by highlighting themes that come from the data. Patterns in descriptive language point out common responses and, ultimately, through the constant comparative method (Glaser and Strauss, 1967), overarching themes are illuminated. The analysis and findings reveal the composite definition created from the data collected. Themes that emerged from the data are identified. Here, the questions asked through the interview process disclose information far broader than expected.

4.1 A Working Definition of Professional Service Dependency

Professional service dependency is a term that is defined through this research. A working definition derived from qualitative data collection implies this definition:

A professional service dependency is defined by the responsibility for performance and product consistency, quality of output and design, expectations of expertise, knowledge, collaboration, design philosophy and service to the client.

This definition is the product of collecting themes emergent from the data.

4.2 Findings: Themes from the Data

The themes that the respondents generate are listed alphabetically:

Business Relationships

Client

Consistency

Expectation

Loyalty

Personal Relationships

Project Procurement

Quality

Relationships

Reputation

Respect

Responsibility

Time

Trust

These data are described in Figure 4.1 illustrating how the overarching themes encompass the identified or patterned themes. Each theme emerges from the data as the respondents answer the interview questions; some examples relevant to each theme follow.

Business relationships are a theme that emerges from the interviews. Here are a few examples: “A lot of the principles and owners of the architecture firms that we do work with have become actually lifelong friends as well, so there’s a business and personal relationship with many of them. [Additionally], there are a number of very fruitful relationships between architects and landscapes architects that predate the licensure of landscape architects as a profession” (Respondent A 13). “It has developed because we’ve worked together before and we’ve developed, I mean we respect each other’s work, we develop a good relationship and feel comfortable kind of referring each other to work” (Respondent A 12). These two respondents have articulated that they are dependent on their business relationships as they develop over time.

Client service is important to both professions. Here are some examples: “Our client architects trust us to hear and interpret what their vision is as well as their client’s vision” (Respondent LA 13). “They are trying to do the best work they can for our clients and I want them to know I have the same expectation... We are all heading towards the same goal” (Respondent LA 12). “A better project is better for everyone. It makes me look better and it

makes the client happier” (Respondent A 13). These examples indicate service to the client as a theme emergent from the data. Additionally, another respondent adds “...I know the architects are trying to pick someone that's going to perform and not cause them any problems and do the client well ...It's kind of been a two-way street. I will not give names, but I can think of 3 architectural firms that we've been able to recommend to clients that they take the job. They were looking for architects and we were able to recommend them” (Respondent LA 11). Service to the client seems to be a seed from which these relationships develop. This dependency represents where the relationships start.

Consistency in performance and product is described by Respondent LA 8 as follows: “[It is] critical to be consistent with [your] message and design philosophies as professionals because that allows [the architect] to quickly put a design team together and feel good about hiring us versus someone else that they may not have that confidence level or established relationship with.” This consistency, as mentioned, seems to be part of a whole. When pairing consistency in product and performance with expectation, responsibility is exemplified.

Expectation of expertise and execution is explained in this quote from Respondent LA 13: “Architects depend on landscape architects to further the [design] process.” It is further reinforced by this respondent stating “They have an expectation of design quality, documentation quality and client service attention. There is an expectation between us that is always, I feel, kind of great” (Respondent LA 12). Expectation, as it is mentioned in the data, also seems to be part of whole and should be upheld in order to express responsibility.

Loyalty is an underlying theme which many respondent allude to but do not mention. In this example, one respondent mentions loyalty. “...Being trustworthy, being hardworking, being loyal, being excited about what you are doing, having a good design being able to back it up and being collaborative. Those are the things that make this profession fun and that's, what I think, is really important when you are working with an architect to deliver on those promises and that you are consistent. That you are consistent every time you do a project with them and

you don't drop the ball. You don't do [something] that would disrupt that relationship. You are a good steward of your [seed], you are not wasting money and you don't make mistakes. You are thorough in all those things that go into building a relationship with someone. You work on an architectural project or some of these projects for two or three years and you get to know people really well. In that relationship when you get to a comfort level with someone you become friends with some of them and the next time a project comes up they want to use you too. So there's really no difference between landscape architects and architects or any other line of work" (Respondent LA 8). Another respondent alludes to loyalty by saying "...Very often, if we are pursuing a project with a new client... we will put a team together. It's often people we have worked with before. One of the selling points for a new client is that the team that they are getting know each other; they have worked on other successful projects together, so there is a history" (Respondent LA 1). These examples of long term relationships exemplify loyalty in business relationships.

Personal relationships tend to emerge over time from these business relationships. As mentioned, "In our 27 year history now obviously it has successful working relationships with some folks and because of that success we tend to have another successful project with them. If, for whatever reason we are not as good a fit, we tend not to call up next time. So every time there is a successful collaboration and it has worked well, that reinforces the relationship and we tend to then be even more likely to go back based on personality" (Respondent A 12). Reinforcing this theme, Respondent LA 1 says "the longevity of dependencies is probably the most important thing. It is the ability to nurture and sustain a personal relationship with another principle of another firm and develop a personal bond because with the personal bond comes a respect on professional level." Personal relationships seem to be a resulting theme or conclusive outcome.

Project procurement follows suit as stated by Respondent LA 8, "They are depending on us to deliver just as we are depending on them to bring the project to us. We have

established a track record with them. Not only are we dependent on them to bring the work to us, but they are dependent on us to fill that niche of site design or high concept design that they can't provide in house, so I guess we are, in some ways, both dependent on each other." Supporting this, one respondent adds "...sometimes we get selected just because we are a [minority business] and they're on a government contract that requires that. Then we get called back when they aren't just trying to meet the requirements" (Respondent LA 11).

Quality of design and quality of deliverables are consistent themes revealed through the data. "[About] their dependence on us: they don't have to hand-hold us through the process. They know that if we get the project..., we will deliver a concept package that meets their needs" (Respondent LA 8). Another respondent states, "I think since we provide a good quality service, we get repeat business. So in that way there's a dependency but you can't take it for granted. You always have to give your best on each project so that they'll come back" (Respondent LA 11). Quality seems to be a means to building repeat business.

Relationships are described, by Respondent LA 18, as interdependent: "We all need each other... we are all in the same boat. We need referrals, we need relationships, we need stimulus, mental and philosophical, to keep us all fresh... we are interdependent." Respondent LA 8 describes the professional service dependencies as "all relationship driven." Relationship building seems to take time. "I guess you would say that, just from a business development stand point, it sure is a heck of a lot easier to have an ongoing relationship with an architect and know you're their on-call person versus having to continually generate new contracts" (Respondent LA 11). Relationship building emerges as a goal derived from the development of repeat business transactions.

Reputation follows suit in this example: "This business is a lot about current and potential relationships, so your reputation is very important even if you have never worked with someone, they will ask... how did they do, how did they perform on a job" (Respondent LA 1). "If they know the landscape architect from some other project and then we bring him to the table

too, that you know that, there is a benefit to the client feeling good about the selection and about the feeling good about how the collaboration is going to go forward ...Based on past experience and reputation” (Respondent A 2). As reputation builds, relationships seems to develop over time.

Respect is exemplified in these examples. “We respect each other’s work. We develop a good relationship and feel comfortable kind of referring each other to work” (Respondent LA 1). “Okay, so when you are talking about building a sustained relationship, you want to find firms that you have a personality match with and a firm that respects and appreciates what you bring to the table as a designer and as a having a philosophy in place. That's really important and that's something that I think we've been successful at over the years is having a very friendly open arms personality that I think architects like to work with” (Respondent LA 8).

Responsibility is an emergent theme suggested by many respondents. However, not many respondents mention it. Here, one respondent mentions responsibility. “Basically as soon the quality has met or exceeded some kind of expectation, then all of a sudden the bar is higher and the responsibility is greater which then leads to better reputation leading to repeat business. It’s all very snowball effect in a way” (Respondent LA 1). As stated by this respondent, the process seems to be processional or perhaps builds on itself.

Time is a theme from the data revealing relationships. “Over time, because this group has been together for about fifteen years, collectively we've been able to create the relationships with different architects... That's what I think that is really important when you are working with an architect to delivering on those promises and that you are consistent with that, you are consistent every time you do a project with them” (Respondent LA 8). As time reveals that these relationships are built, the data supports that ongoing relationships create dependencies resulting in relationships.

Trust emerges from the data as a theme. “Yes, you know I really see it more as a... I don’t know if you would have asked me, cold if I were to use that term, because it’s more of a

working relationship. I would say kind of a business... yes, work dependency or trust, but that you know when you work with an architect and you work with them well, and you're able to provide the services that they need and maybe exceed those services, then they'll call you back... It's really kind of a network of relationship and trust, because every architectural firm is only as good as their sub-consultants, and if you have one bad apple, it could make the project go really, really bad fast" (Respondent LA 11). Additionally, trust is exemplified through expectations. "The trust comes from if there is a mistake there is an understanding that worried about how they are going to fix it or pay for it is not going to become their mistake" (Respondent LA 12). Trust represents that an established relationship is in place.

In Figure 4.1, these themes are illustrated in groupings. Through the data collection process, a processional or systematic discovery reveals a process inherent to the relationship between these two professional services. It is revealed that at the root, service to the client generates a need for responsibility, for consistent expertise, and quality output resulting in the building of reputation. Ultimately, this reputation, over time gains trust and loyalty resulting in long-term personal and business relationships. Each of these groups describe a clear path towards the ultimate goal revealed through the data: long-term personal and business relationships.

4.3 Significance and Limitations

The term professional service dependency, as described by the respondents, is something that exists. The dependencies herein are classified as bi-directional (Cox et al. 2001) because they begin with one entity, meet in the middle and either return to the originator, or engage with the second entity. As supported by Respondent LA 18, "we all need each other... we are all in the same boat. We need referrals, we need relationships, we need stimulus, mental and philosophical, to keep us all fresh... we are interdependent." Numerous professionals from both professions support the existence of professional service dependencies between landscape architects and architects practicing in single-discipline private practice firms.

Overall, a general understanding of why professional service dependencies exist has been identified. In order to maintain long-term business and professional relationships, professional service dependencies need to be addressed, met or exceeded.

Some limitations encompassing this study are that more landscape architects than architects participated in it. This may have created a bias towards the perspective of landscape architects. Additionally, some respondents oppose the word dependency because of its negative connotation. Some respondents seem to have been defensive when the term was used. Regardless, through the interview process, most respondents found the word dependency to be appropriate to the study or accepted it for lack of a better word. Here is an example: “I don’t know if you would have asked me, could I were to use that term, because it's more of a working relationship. I would say, kind of a business... yes, work dependency or trust, but that when you work with an architect and you work with them well, and you're able to provide the services that they need and maybe exceed those services, then they'll call you back” (Respondent LA 11).

4.4 Summary

After categorizing themes from the data, a working definition of professional service dependencies is found, confirming that professional service dependencies do exist. Those dependencies are defined by the responsibility for performance and product consistency, quality of output and design, expectations of expertise, knowledge, collaboration, design philosophy and service to the client. Through this discovery, it is validated that professional service dependencies should be addressed between landscape architects and architects practicing in single discipline private practice firms in order to maintain long-term personal and business relationships.

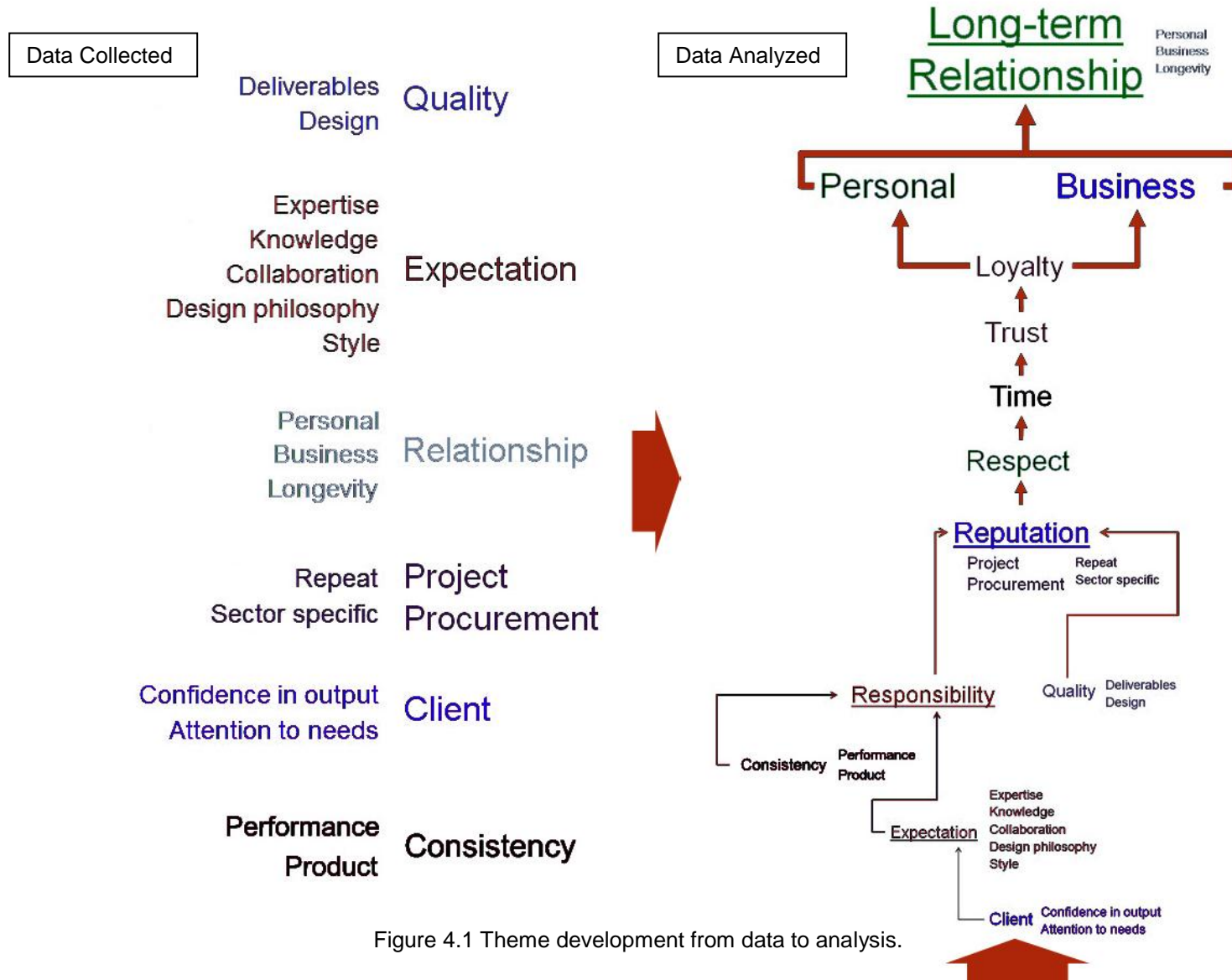


Figure 4.1 Theme development from data to analysis.

CHAPTER 5

CONCLUSION

The research provides a point of verification of the existence of professional service dependencies. Through qualitative research methods, all respondents participating in this study respond favorably to holding sustained professional relationships. “They are depending on us to deliver just as we are depending on them to bring the projects to us” (Respondent LA 8). The term professional service dependency is defined by the data as the responsibility for performance and product consistency, quality of output and design, expectations of expertise, knowledge, collaboration, design philosophy and service to the client. Using in-depth interviews (Taylor and Bogdan, 1998), themes are found and overarching themes and patterns have identified the professional service dependencies between landscape architects and architects practicing in single discipline private practice firms. The impact of these professional service dependencies is determined by the overarching themes. Professional service dependencies lead to continuous personal or working relationships born of loyalty, derived from trust built up over time as a result of respect gained through positive working reputations. The professional service relationships between these subsets of landscape architects and architects are defined as long term relationships (personal or business), loyalty, trust, time, respect, reputation, responsibility, quality of output, consistency, expectations met, and service to the client.

5.1 Discussion and Implications

Long-term relationships are a by-product of professional service dependencies. However, as stated by an interviewee, “They know that the XYZ company can deliver with good product, good materials, proper bed preparation. They know the specifications of what a particular firm requires (planting, irrigation, hardscapes) and inherently know what is expected.

That relationship continues wonderfully for 5-10 years, but as new project managers come in on either side of the relationship, things can go south” (Respondent LA 1). A negative connotation is instinctual to the term dependency. This example of a change in leadership illustrates how dependency may allude to feelings of insecurity or need-based relationships. Long-term relationships stand the test of time and reflect repeat business with clients. The financial success of a business has the propensity to become dependent on these long-term relationships. The advantage is in referrals and repeat business. However, the disadvantage is to take or be taken for granted.

5.2 Significance and Limitations of the Research Process

This study addresses both disciplines bringing to light that professional relationships stem from professional service dependencies. However, this study only looks at single-discipline firms reducing the number of possible respondents in the study area. Additionally, the number of respondents from both professions was not even. This reduction or delimitation excludes multi-disciplinary firms.

Referring to relationships as dependencies hits a nerve regarding the “identity crisis” landscape architects have when being compared to architects. “I think our profession suffers from somewhat of an identity crisis... we’ve struggled as a profession to sort of come out of the shadows and hold our own in the built environment” (Respondent LA 4). This study only addresses the relationships between landscape architects and architects practicing in single discipline private practice firms and does not take into account other relationships.

5.3 Significance and Limitations to the Professional Practice of Landscape Architecture

Identifying professional service dependencies offers an opportunity to create better long-term working relationships between landscape architects and architects practicing in single discipline private practice firms. Establishing a definition for this term creates a catalyst for improvement and aids in the development of credibility for the practice of landscape

architecture. The value of defining the term allows practice owners, principals, business owners and managers to become aware of what is expected. Additionally, understanding the expectations being upheld reveals how relationships can develop over time, improving professional relationships. This improvement in relationships reflects back on the firm, principal, or staff member, building a reputation in professional practice. As the professional practice of landscape architecture gains steam, credibility for the profession increases among the allied professions, eventually developing credibility in the eye of the public.

On the other hand, the dependencies described in this thesis are only studied in relationship to architects practicing in single discipline private practice firms. Other professional service dependencies are likely to exist between landscape architects and other disciplines or allied professions. As limiting as this study is, the development of these professional service dependencies that may be in existence between other allied professions has the potential to reveal ways in which the practice of landscape architecture can develop credibility and improve its, already growing, reputation.

5.4 Suggestions for Future Research

The following are a list of possible areas for future research:

Professional service dependencies between landscape architects and another allied profession: This study could serve to better understand a different parallel working relationship. As derived from this study, various parallel relationships exist. "You have dependencies in different areas for different things. We have dependencies upon architect and engineering firms for contracts for work. We have inter-staff dependencies for people to do their job well so that the services they are providing to the architects and engineers that we're dependent upon. It meets their standards, and it meets or exceeds their standards and so part of that to me is the inter staff dependencies is continued education and sharpening skills and improving and then, we as a firm are dependent upon sub-consultants to perform to a standards of excellence as

well. So I kind of depend upon ASLA at least state chapter and just somewhat the national to continue to educate me. There's kind of a lot of dependencies. There's kind of a web” (Respondent LA 11).

Conflict resolution as applied to professional service dependencies: To identify how conflict is resolved when professional service dependencies are not met. Additionally, explaining what happens when these dependencies lead to the termination of business or professional relationships.

Reputation development through quality of output and professional responsibilities: Describing how a positive reputation is developed by identifying when and how the quality of output as well as professional responsibilities are met. Indicating, through examples, how a firm can build a reputation for repeat business and good professional relationships.

The improving reputation of the landscape architecture profession solves the identity crisis: Identifying the correlation between the improving reputation of the landscape architecture profession and the identity crisis faced by landscape architects. As stated by some respondents, there seems to be a difficulty in developing a reputation. This study would examine how that reputation can develop revealing solutions and developing strategies to improve the reputation of the profession.

5.5 Conclusions

Professional service dependencies between landscape architects and architects practicing in single discipline private practice firms exist according to respondents. The existence reveals a trend in relationship development so reinforced by Respondent LA 8 who noted “it’s all relationship driven.” Respondent LA 11 added, “it’s a network of relationships and trust.” The data suggest that design professionals can benefit from remembering that “creative talent is important and will make a firm shine, but as for the longevity of dependencies, it is the ability to nurture and sustain a personal relationship that is the most important. This can

develop a personal bond on a professional level” (Respondent LA 1). This means that this can lead to a happy ending as mentioned by Respondent LA 13, “I enjoy my personal relationships and professional relationships with my architecture buddies. I think we all speak the same language.”

Respondent A 9 describes the working relationship by stating, “...there is nothing better in our work than for the two [disciplines] to really be in concert together; to be in concert in a way where you almost don’t even notice it, you know, it’s just sort of seamless. Because, ultimately, what we all want [is for] our projects to” demonstrate of our talents, expertise and dedication to the practices that we engage in, hoping for successful results.”

As a result single discipline private practice landscape architecture and architecture firms have identified professional service dependencies. Individual dependencies exist to each of the subsets of these professions; the landscape architects they seem to be more dependent on the architects for project procurement whereas the architects seem to be more dependent on the landscape architects for expertise towards project completion. However, the dependencies reveal a deeper cross over into both professions. The results are that, at the root, service to the client generates a need for responsibility for consistent expertise and quality output resulting in the building of reputation. Ultimately, this reputation, over time gains trust and loyalty resulting in long-term personal and business relationships.

APPENDIX A

COVER LETTER TO LANDSCAPE ARCHITECTURE FIRMS

Dear _____,

My name is Alexandra Romero. I am a student in the Program of Landscape Architecture at The University of Texas at Arlington. I am currently working on a thesis titled Professional Service Dependencies between Landscape Architecture and Architecture. As part of my thesis process, I am going to be interviewing a series of single-discipline landscape architecture firms who work with single-discipline architecture firms. Afterward, I will interview a series of single-discipline architecture firms who work with single-discipline landscape architecture firms.

I am requesting an interview with you in hopes that you will be willing to participate in my thesis study, if you so choose. Your firm was recommended to me because of potential working relationships with architectural firms. My thesis study involves identifying the dependencies between professional landscape architecture and architecture firms. Your involvement will help me to simply articulate what those relationships are and identify dependencies based on a list of interview questions related to the kind of work that you may, or may not, do with architectural firms. Please let me know if you would be willing to answer these interview questions in person or over the phone. The questions follow.

Questions:

- 1.) Does your firm have a sustained relationship with a professional architectural firm?
- 2.) What does the term "professional service dependencies" mean to you?
- 3.) Do professional service dependencies exist within your professional relationship?

During the interview process, if you choose to participate, I will ask for your verbal consent after I read the consenting language to you. In addition, I will be recording your responses with an audio voice recorder. In order to do so over the phone, I will be using a recording feature on my telephone. The information recorded, either over the phone or in person will only ever be heard by myself and will be kept confidential at The University of Texas at Arlington in Room 107 for three years in a box labeled and sealed with my thesis documents. The data collected will be coded for anonymity and your name will not be used when presenting the data. All participants will remain completely anonymous.

If you choose to participate in this study, the benefits to you are participating in a study that will reveal information about how these two professions co-relate and you will help me to explore the dependent nature of the professional services exchanged between these fields. I will follow up this email with a phone call after receiving your response. At that time, I will ask you if you are willing to participate by answering the above mentioned questions and allowing a conversation to follow if need be.

I look forward to our conversation.

Thank you,
Alexandra Romero
M.L.A. candidate 2012
The University of Texas at Arlington

APPENDIX B

COVER LETTER TO ARCHITECTURE FIRMS

Dear _____,

My name is Alexandra Romero. I am a student in the Program of Landscape Architecture at The University of Texas at Arlington. I am currently working on a thesis titled Professional Service Dependencies between Landscape Architecture and Architecture. As part of my thesis process, I am going to be interviewing a series of single-discipline landscape architecture firms who work with single-discipline architecture firms. Afterward, I will interview a series of single-discipline architecture firms who work with single-discipline landscape architecture firms.

I am requesting an interview with you in hopes that you will be willing to participate in my thesis study, if you so choose. Your firm was recommended to me because of potential working relationships with landscape architectural firms. My thesis study involves identifying the dependencies between professional landscape architecture and architecture firms. Your involvement will help me to simply articulate what those relationships are and identify dependencies based on a list of interview questions related to the kind of work that you may, or may not, do with architectural firms. Please let me know if you would be willing to answer these interview questions in person or over the phone. The questions follow.

Questions:

- 1.) Does your firm have a sustained relationship with a professional landscape architectural firm?
- 2.) What does the term “professional service dependencies” mean to you?
- 3.) Do professional service dependencies exist within your professional relationship?

During the interview process, if you choose to participate, I will ask for your verbal consent after I read the consenting language to you. In addition, I will be recording your responses with an audio voice recorder. In order to do so over the phone, I will be using a recording feature on my telephone. The information recorded, either over the phone or in person will only ever be heard by myself and will be kept confidential at The University of Texas at Arlington in Room 107 for three years in a box labeled and sealed with my thesis documents. The data collected will be coded for anonymity and your name will not be used when presenting the data. All participants will remain completely anonymous.

If you choose to participate in this study, the benefits to you are participating in a study that will reveal information about how these two professions co-relate and you will help me to explore the dependent nature of the professional services exchanged between these fields. I will follow up this email with a phone call after receiving your response. At that time, I will ask you if you are willing to participate by answering the above mentioned questions and allowing a conversation to follow if need be.

I look forward to our conversation.

Thank you,
Alexandra Romero
M.L.A. candidate 2012 The University of Texas at Arlington

APPENDIX C

TELEPHONE SCRIPT FOR INTERVIEWS WITH LANDSCAPE ARCHITECTURE FIRMS

Telephone script:

Hello _____,

My name is Alexandra Romero. I am a student in the Program of Landscape Architecture at The University of Texas at Arlington. I am currently working on a thesis titled Professional Service Dependencies between Landscape Architects and Architects.

As part of my thesis process, I would like to interview you. Your firm was recommended to me because of potential working relationships with architectural firms. My thesis study involves asking three questions, identifying the dependencies between professional landscape architecture and architecture firms.

Are you willing to be a participant in my research process?

If no:

Thank you for your time. Have a good day.

If yes:

Do you have some time to answer the three questions over the phone today? Or would you prefer to schedule another telephone or in-person appointment?

If rescheduled:

What time and day can I call for our next appointment?

If today:

Thank you for your willingness to participate. I will now be reading the consenting language to you to ask for your verbal consent.

Questions:

I have now begun the recording process:

Today is _____, Month, day , 2012

The time is _____

I am interviewing _____

From _____

We will now go through the three research questions:

1.) Does your firm have a sustained relationship with a professional architectural firm?

2.) What does the term "professional service dependencies" mean to you?

3.) Do professional service dependencies exist within your professional relationship?

Is there anything else you would like to add that might contribute to my research on the topic?

Do you have any questions for me?

Thank you for your time, insight, and knowledge. You have been very helpful to my research process.

Good bye.

APPENDIX D

TELEPHONE SCRIPT FOR INTERVIEWS WITH ARCHITECTURE FIRMS

Telephone script:

Hello _____,

My name is Alexandra Romero. I am a student in the Program of Landscape Architecture at The University of Texas at Arlington. I am currently working on a thesis titled Professional Service Dependencies between Landscape Architects and Architects.

As part of my thesis process, I would like to interview you. Your firm was recommended to me because of potential working relationships with landscape architectural firms. My thesis study involves asking three questions, identifying the dependencies between professional landscape architecture and architecture firms.

Are you willing to be a participant in my research process?

If no:

Thank you for your time. Have a good day.

If yes:

Do you have some time to answer the three questions over the phone today? Or would you prefer to schedule another telephone or in-person appointment?

If rescheduled:

What time and day can I call for our next appointment?

If today:

Thank you for your willingness to participate. I will now be reading the consenting language to you to ask for your verbal consent.

Questions:

I have now begun the recording process:

Today is _____, Month, day , 2012

The time is _____

I am interviewing _____

From _____

We will now go through the three research questions:

- 1.) Does your firm have a sustained relationship with a professional landscape architectural firm?

2.) What does the term “professional service dependencies” mean to you?

3.) Do professional service dependencies exist within your professional relationship?

Is there anything else you would like to add that might contribute to my research on the topic?

Do you have any questions for me?

Thank you for your time, insight, and knowledge. You have been very helpful to my research process.

Good bye.

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BIOGRAPHICAL INFORMATION

Alexandra Lorraine Romero graduated from Texas Tech University with a Bachelor of Science in Architecture in 2005. After working in the profession for two years as an intern architect, she found that her interests fell closer to the outdoor environments and to the landscape architecture profession. She chose to pursue a master of landscape architecture at The University of Texas at Arlington.

There, she excelled in her classes, made life-long connections, and held several prominent positions. As a graduate assistant for Professor David Hopman, she aided in research towards a submittal for the first certification of the Sustainable Sites Initiative (SITES). The project, The Green at College Park, located on the UTA campus, became one of the first (of three, out of eight, nationally) to be certified as a sustainable site. Simultaneously, she also served her classmates as president of the professional student organization, Student American Society of Landscape Architecture (SASLA). She and the SASLA team successfully executed several projects involving the Program in Landscape Architecture internally as well as in extracurricular activities. She began forming a network and through her connections, was asked to participate as a juror's aid for the professional design awards for 2011. It was there that her interest piqued in regards to the nature of the professional practice of landscape architecture.

She anticipates that through the application of her recently acquired knowledge in landscape architecture that she will become a steward for the environment and contextual relationships between the built and natural elements of both occupied and unoccupied spaces, harmonizing both of her educational disciplines.