



Leadership During Uncertainty

An interview series from ULI San Diego-Tijuana

During the ongoing public health crisis, it can be hard to tell up from down, or the couch from the kitchen. If you're working from home and balancing work and family needs, you are probably feeling the very real challenges of this moment beyond the obvious health impacts.

ULI San Diego - Tijuana is proud to bring you this series of Q&A's with local leaders in the real estate sector and beyond. Each week, we'll share a new prompt and insightful responses from our region's luminaries.

Have a question you'd like to pose or a leader you'd like to hear from? Email [Chris Clark](#) with your suggestion.

This week's question:

While none of us can predict the future, what are you doing now in anticipation of business and/or markets coming back online?



Gaf Gaffen
CEO & Founder
Gafcon

Thanks to our early and robust adoption of online collaboration technology and a move to the Cloud, our systems are strong and secure. Most of our workforce has now been working

virtually for weeks and as a staff of 150 employees we average over 500 internal and external Microsoft Teams and Zoom meetings a day. We have found we are just as productive now as we were before—if not more so. It is easy to be productive when you cannot leave your “office.” But when we return to our offices throughout Southern California, we are looking at ways to ensure the health and safety of our staff. We are reaching out to them individually, in groups by department, and carrying out companywide surveys so we can understand what makes them most comfortable for when we return to in-person cooperative and collaborative office life.

As a company, our purpose is to help owners deliver complex projects that power vibrant communities and it is more relevant than ever. At Gafcon, we stand for innovation and this extends to the growing array of services we offer with the goal of making the construction process more efficient, thereby reducing our carbon footprint while saving time and money as well as creating value for our clients, our company, and our communit



Teri Slavik-Tsuyuki
Principal
tst ink

Mining all the data I can, gathering the “so what factor” and trying to determine what insights I can gather to help envision how people will want to live in the future. Writing a lot about how best to connect with customers during this disruption – brand experience design, etc. Looking for the opportunities and the positives that may come of this and doing what I can to help collaborators and clients prepare for the next normal.



Gary London
Senior Principal
London Moeder Advisors

The thing is that real estate is the long game. So, it is important that we not be overly impacted by the relatively short duration of this pandemic. It remains impactful until a vaccine is developed, say, one to two years at the most. That is well within the normal time frame of planning and implementing most real estate projects. So, in that regard, nothing much needs to change. Just be mindful of how the virus impacts people’s behavior and try to

make decisions on architectural and space planning based on social distancing, cleanliness and flexible approaches to living, working, shopping and recreating.

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