

Snøhetta



1987
Our Common Future

United Nations



Report of the World Commission on Environment and Development

Our Common Future



United Nations
1987



Sustainability
Social
Environmental
Economical









Social Psychology
Affect
Behavior
Cognition



A few early defining projects



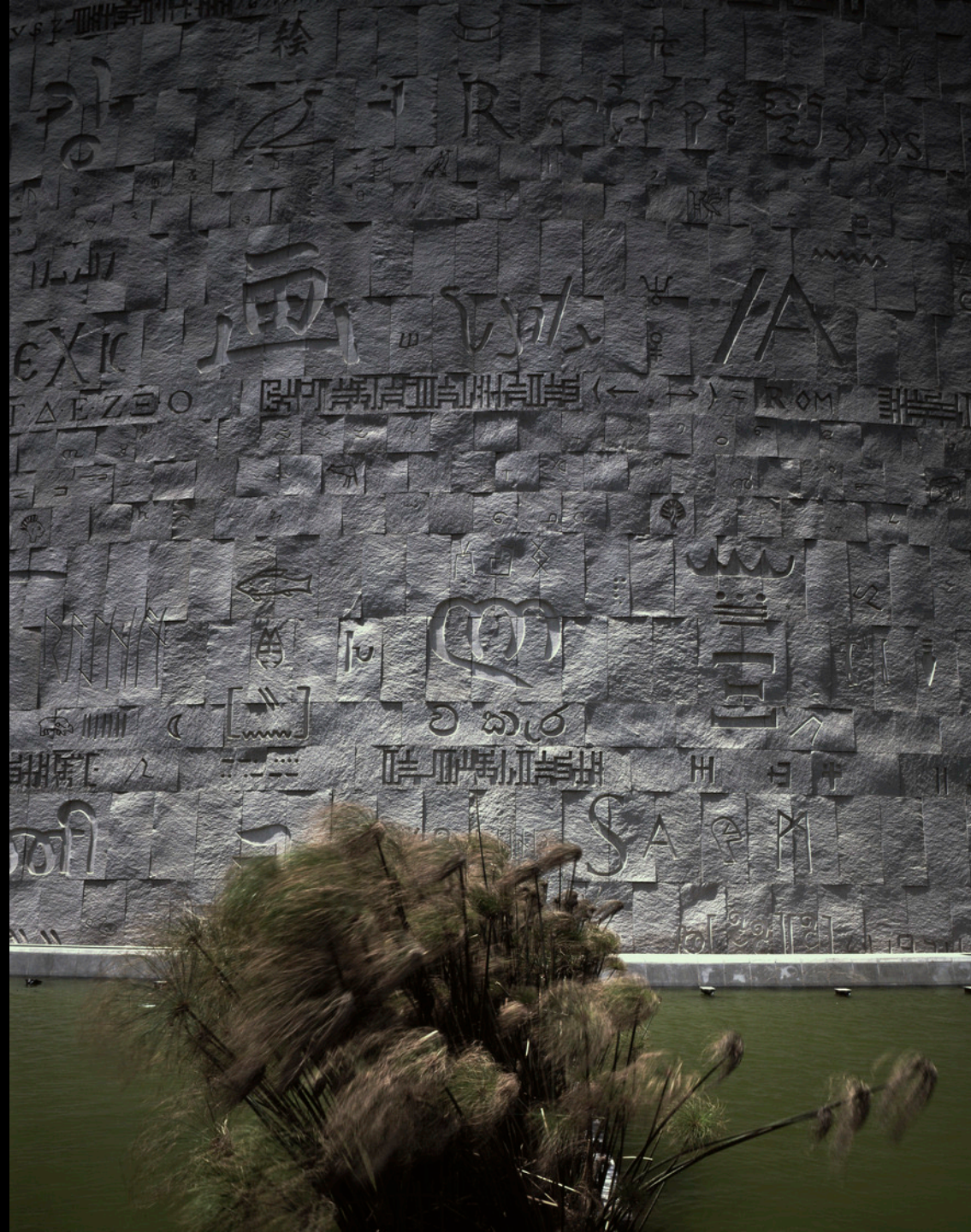
Bibliotheca Alexandrina
Egypt







Art for stone walls
Bibliotheca Alexandrina
Egypt











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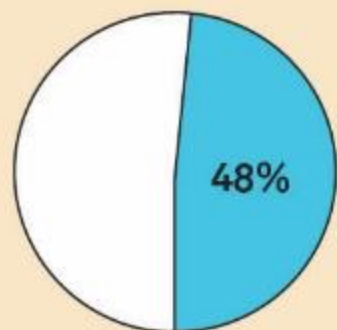






BA EMPLOYEE GENDER RATIO

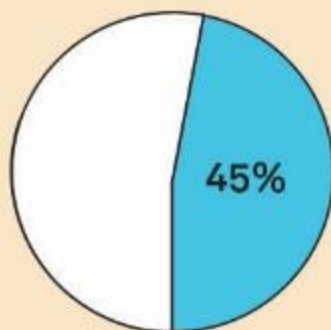
STAFF ONLY



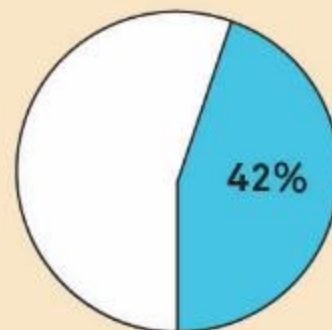
2002



2005

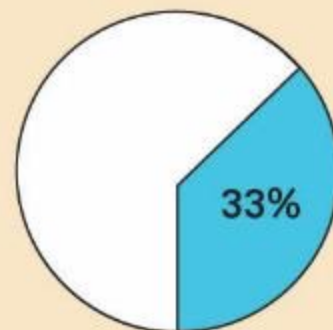


2012



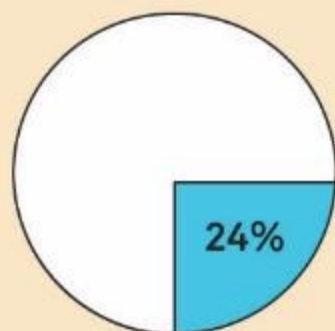
2015

INCLUDING SECURITY



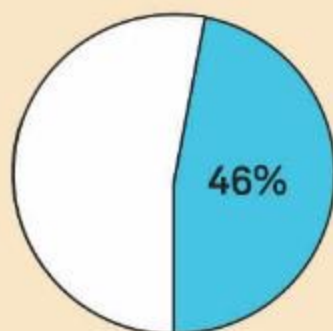
2015

EGYPT LABOR FORCE



2015

USA LABOR FORCE



2015

GLOBAL LABOR FORCE

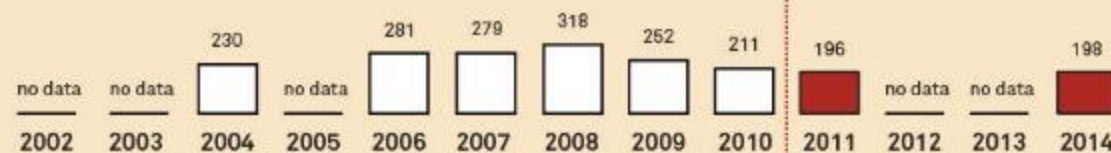


2015

MALE

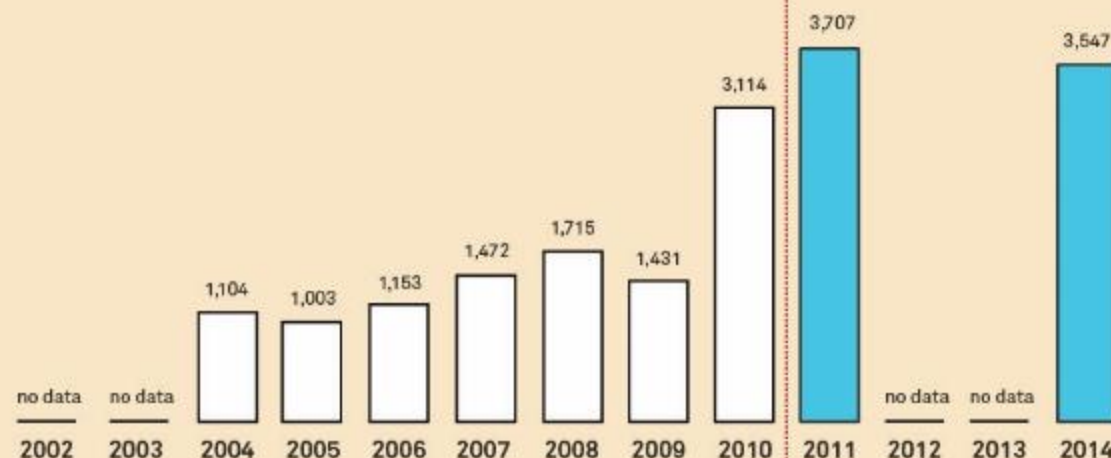
FEMALE

TAHA HUSSEIN LIBRARY MEMBERSHIP



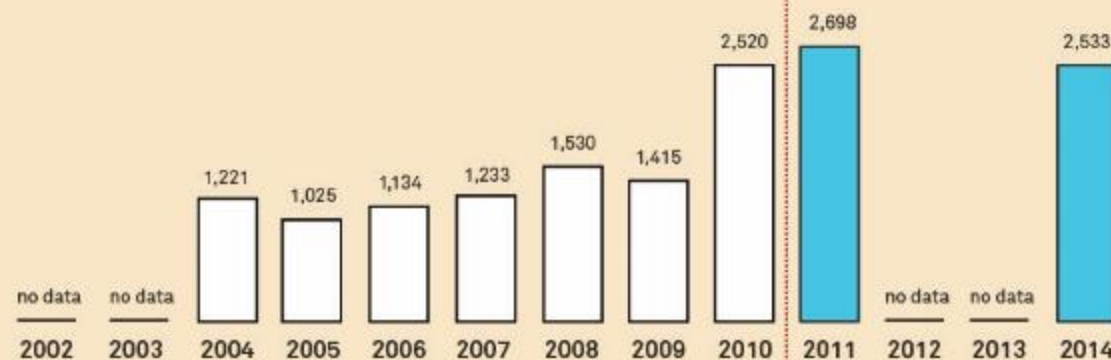
-8% opening to before revolution
-6% since 2011 revolution
-14% overall since opening

CHILDREN'S LIBRARY MEMBERSHIP



+182% opening to before revolution
+14% since 2011 revolution
+236% overall since opening

YOUNG PEOPLE'S LIBRARY MEMBERSHIP



+106% opening to before revolution
+1% since 2011 revolution
+108% overall since opening



Norwegian National
Opera and Ballet
Oslo, Norway



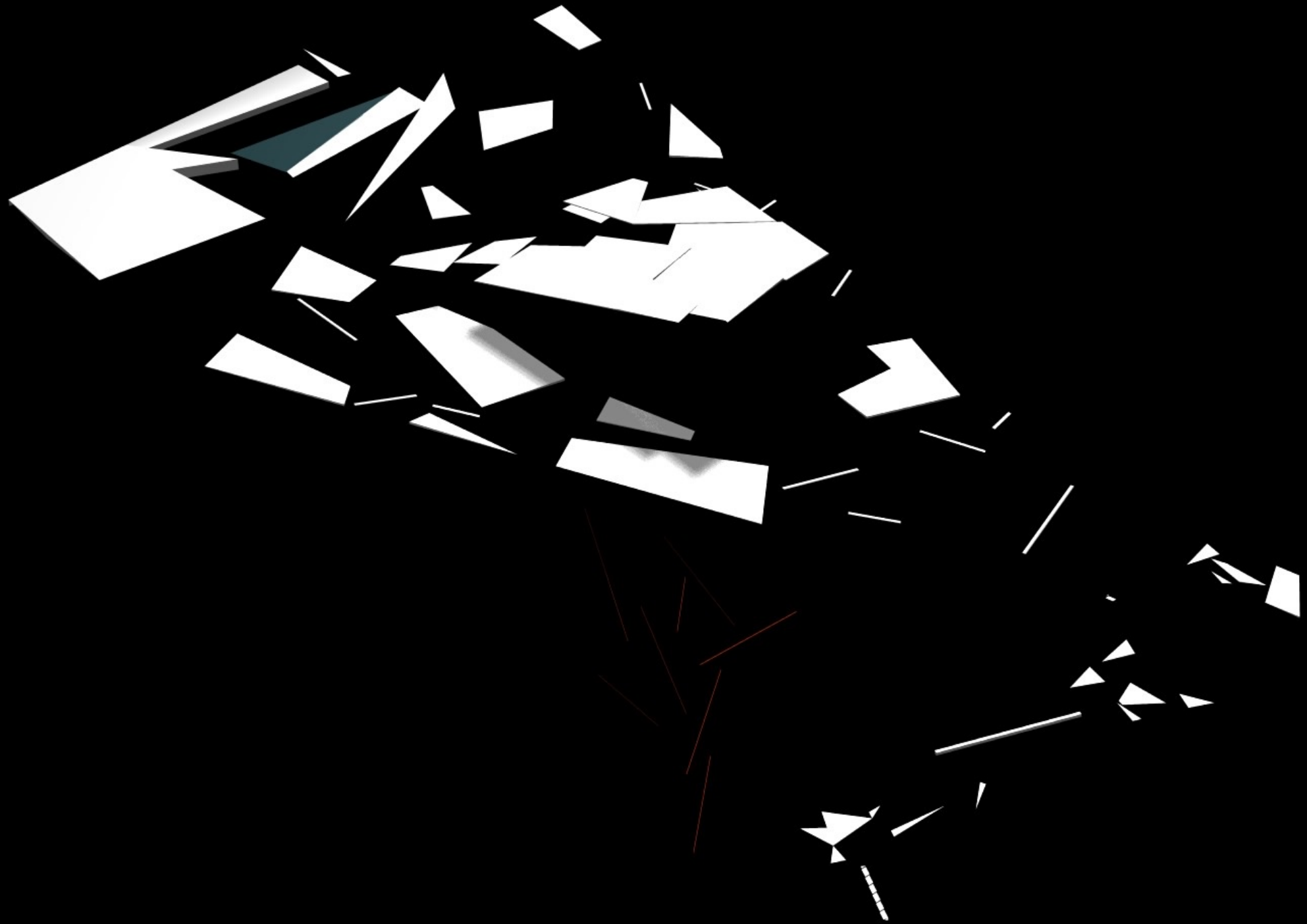










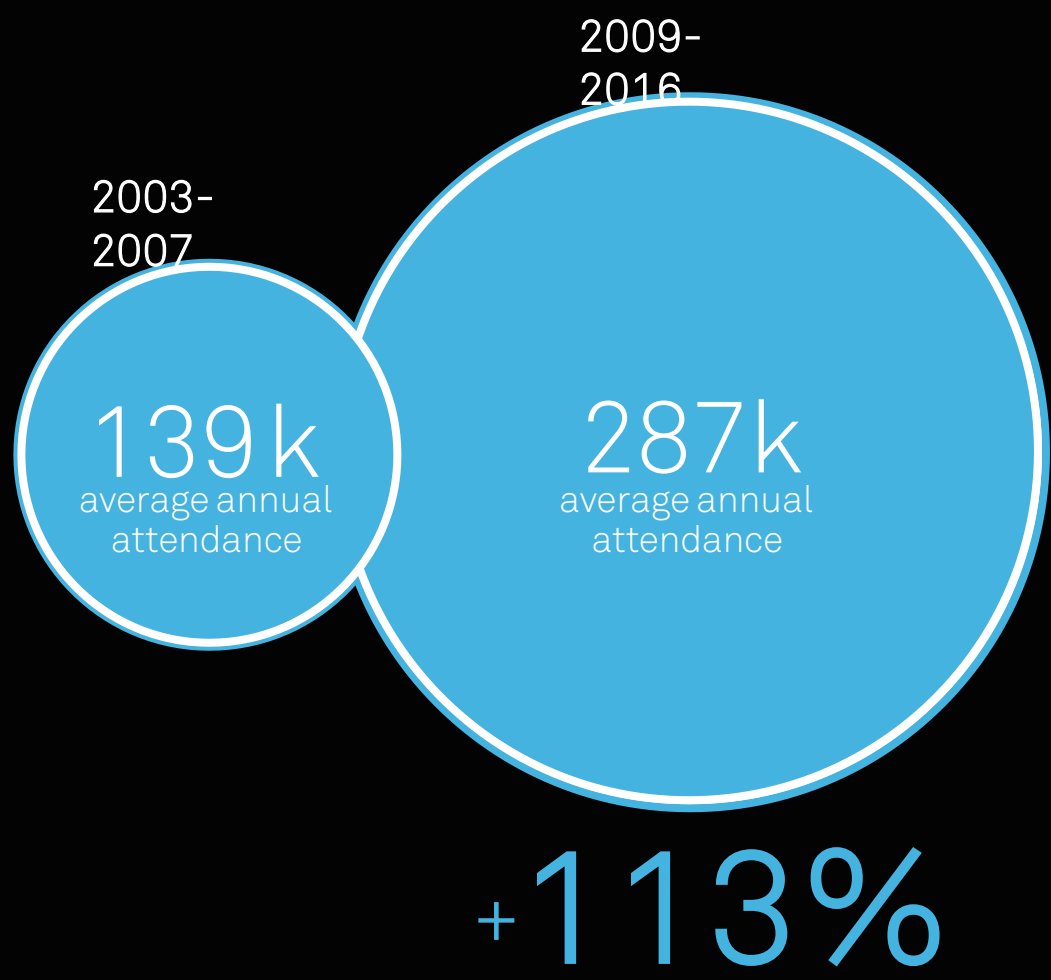
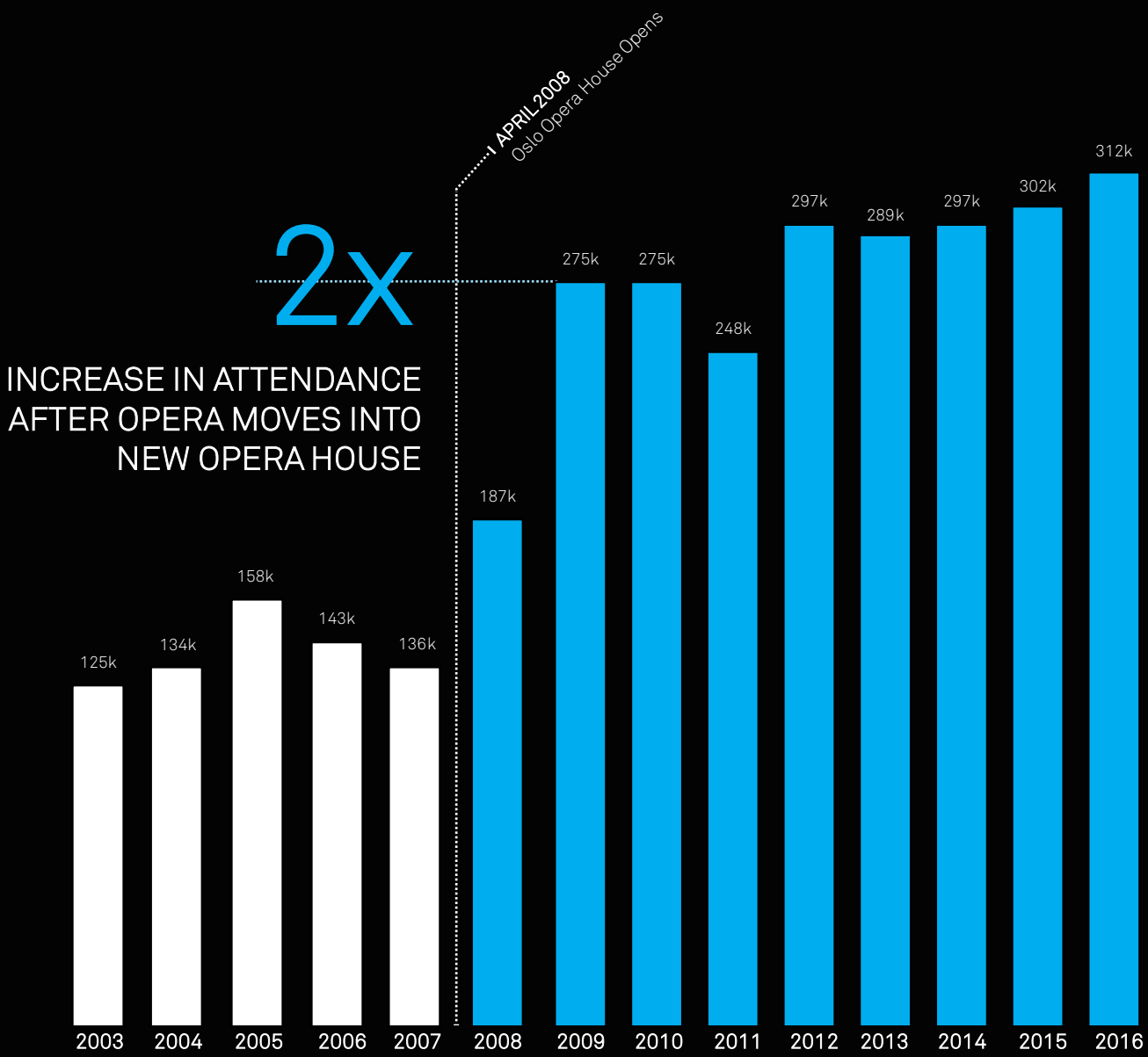




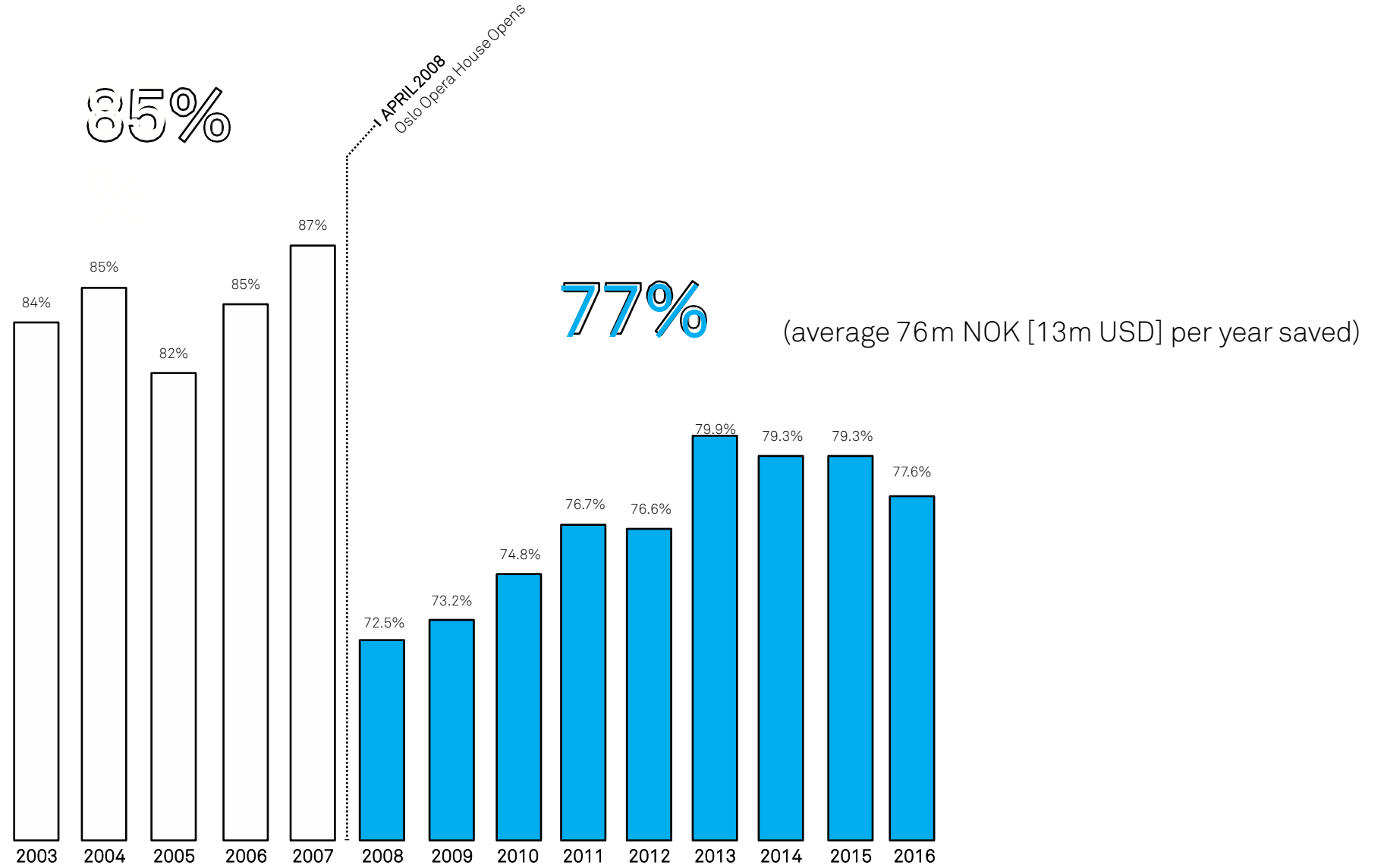




A CITY BEACH: The new opera house in Bjørvika is one of the city's greatest tourist attractions. In the summer it is also used as a beach.
PHOTO: BJØRN LANGSEM/DAGBLADET



Attendance: Old Opera House vs Oslo Opera House 2003-2015





National September 11
Memorial Museum Pavilion
New York, USA

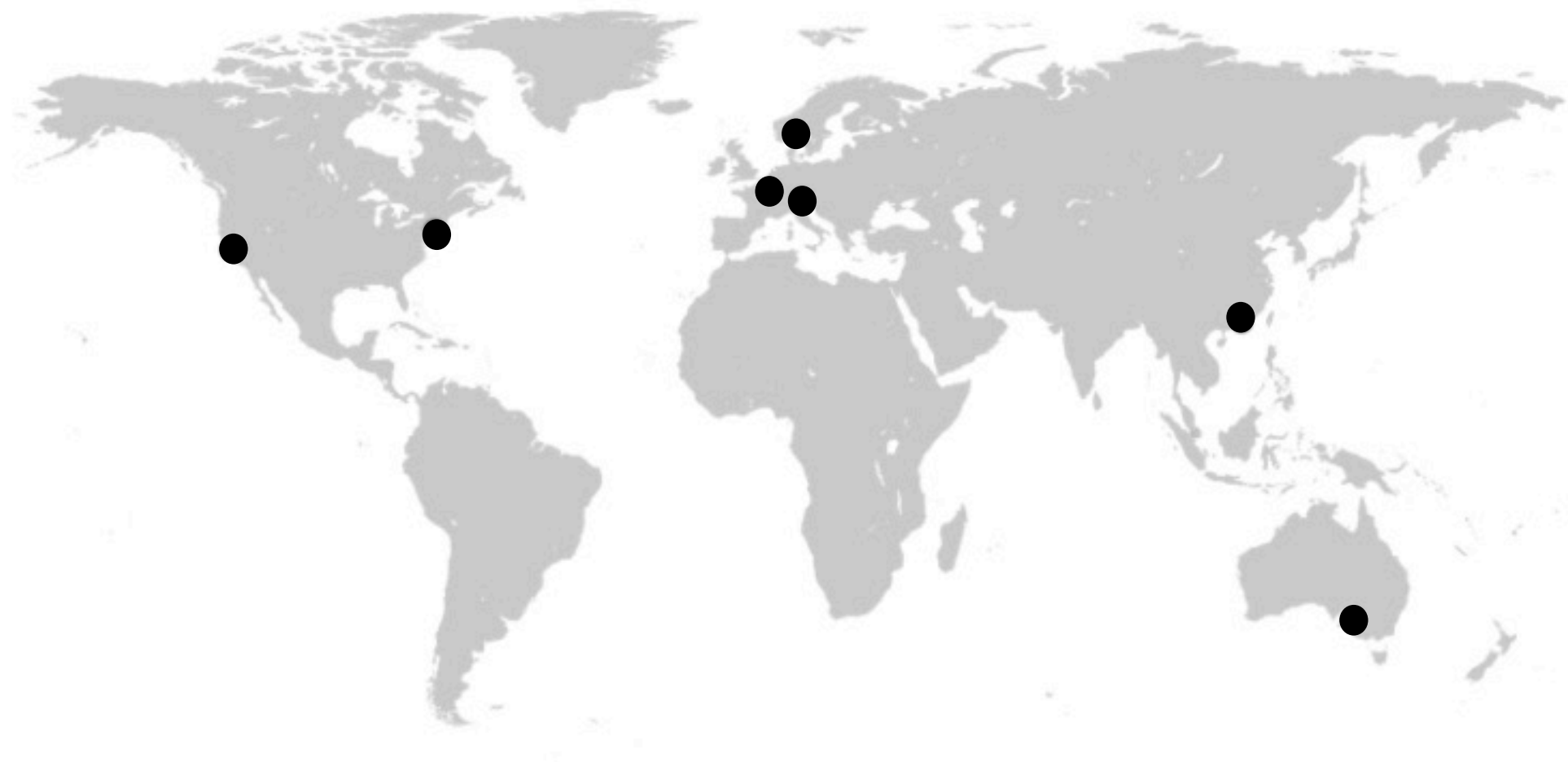








2021
7 studios
350 employees
40 nationalities



San Francisco

New York

Oslo

Paris

Innsbruck

Hong Kong

Adelaide

40 building sites
300 projects on drawing table
in 40 countries



Architecture
Landscape
Interior
Art
Graphic
Digital
Product



Social responsibility, integrity, and ethics are at the core of our business and behavior as individuals, as a collective, and as a company.



Singular in the plural









S N Ø H E T T A







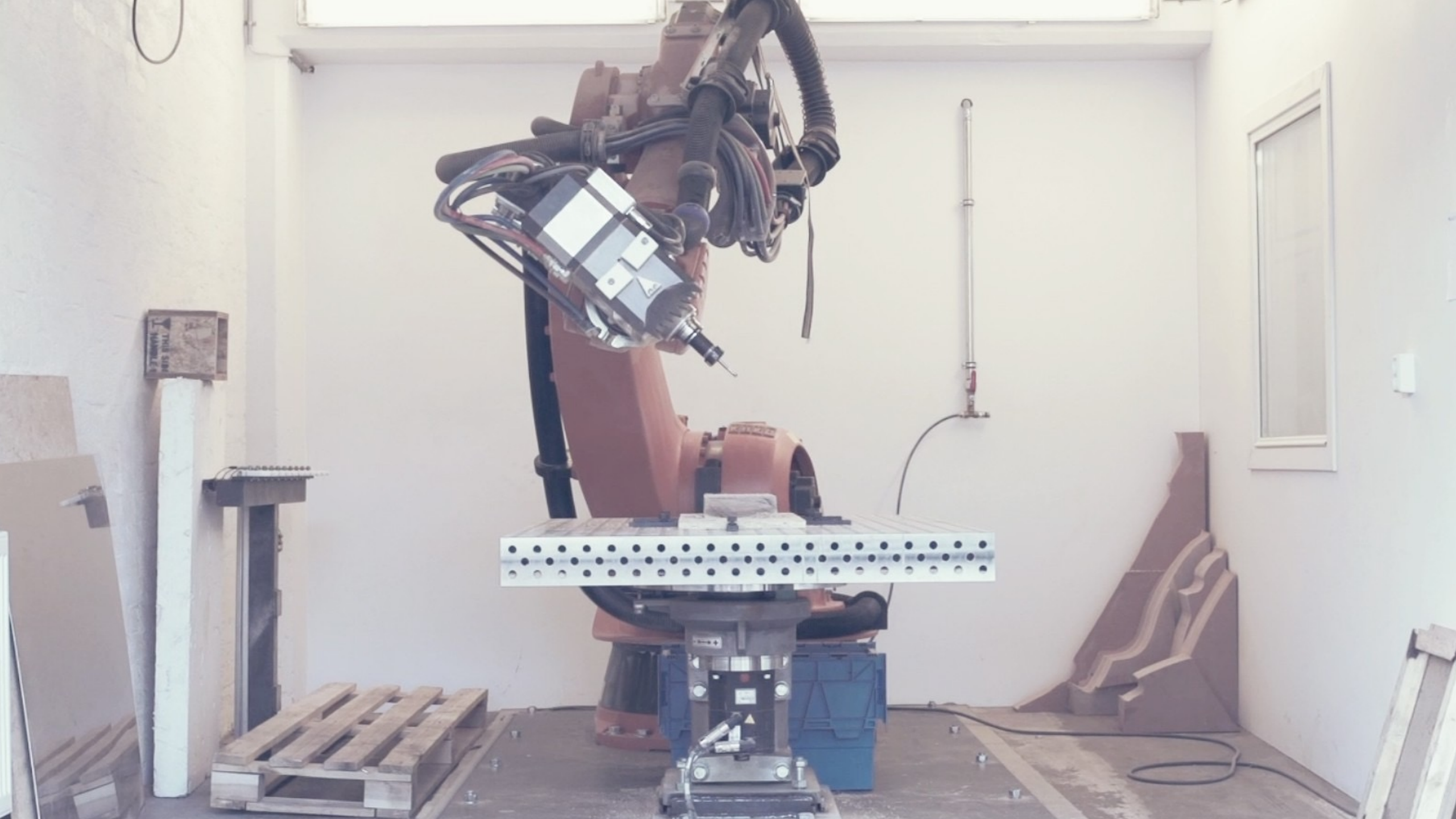


Snøhetta's working method is
a simultaneous exploration of
traditional craftsmanship
and cutting-edge digital technology,
a complementary relationship that drives our
creative process.

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Analogue Analogue





Bjellandsbu cabin
Etne, Norway



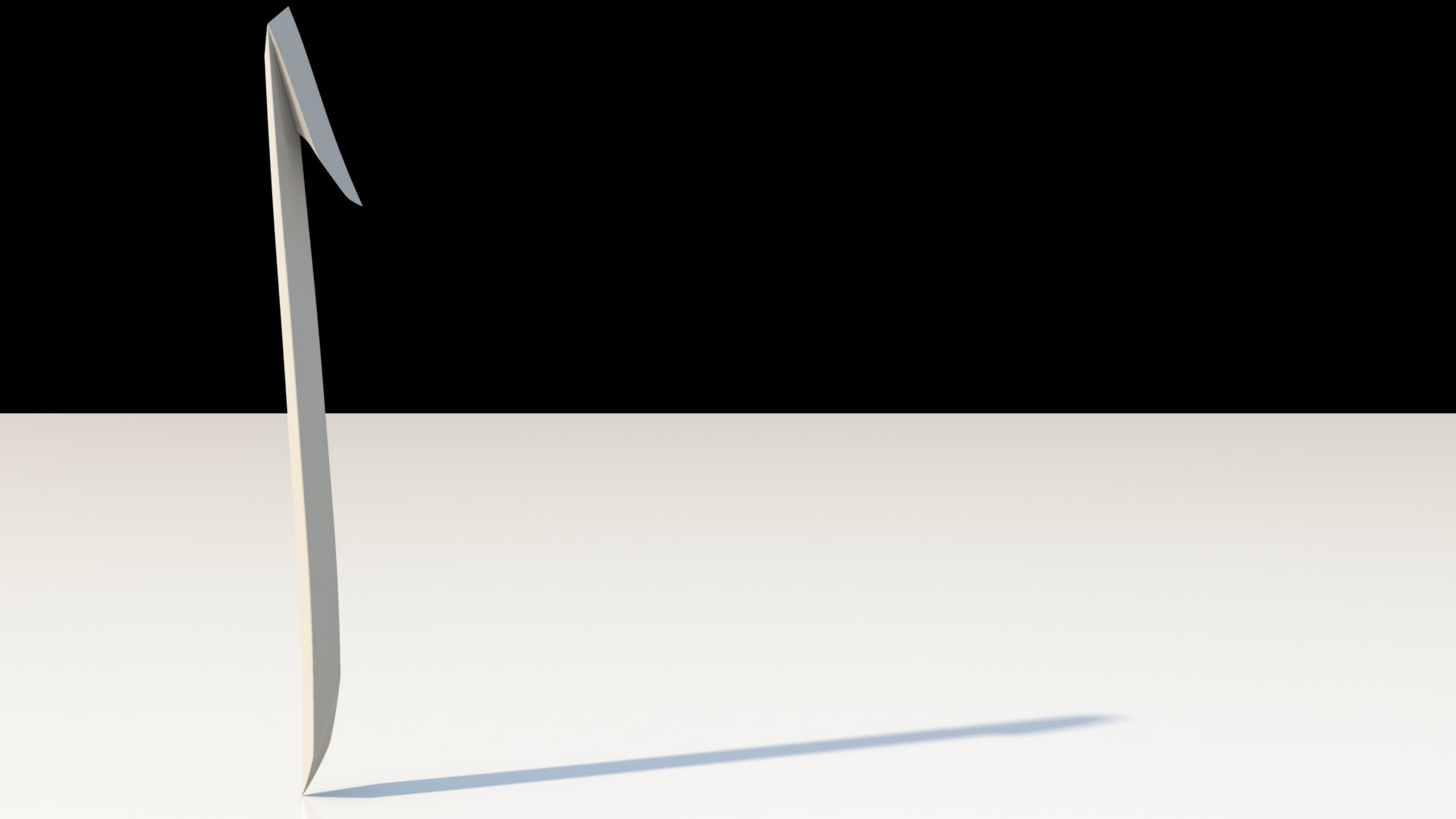


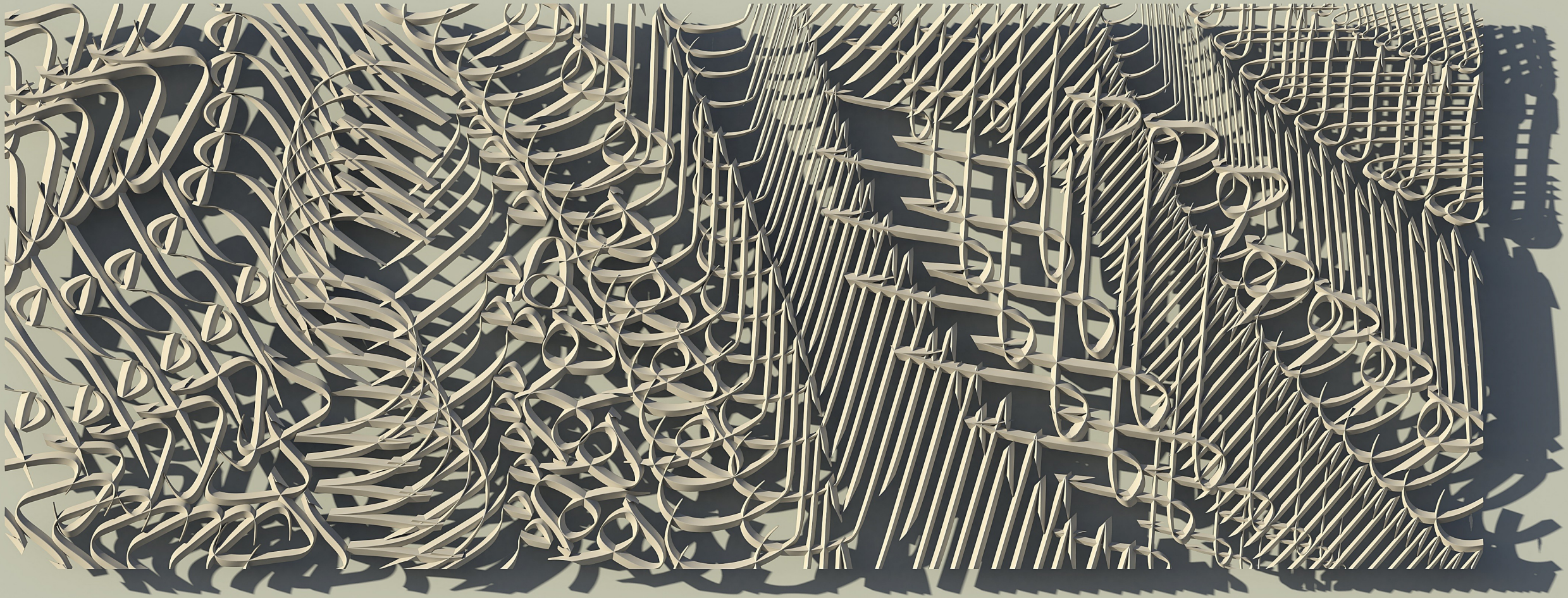


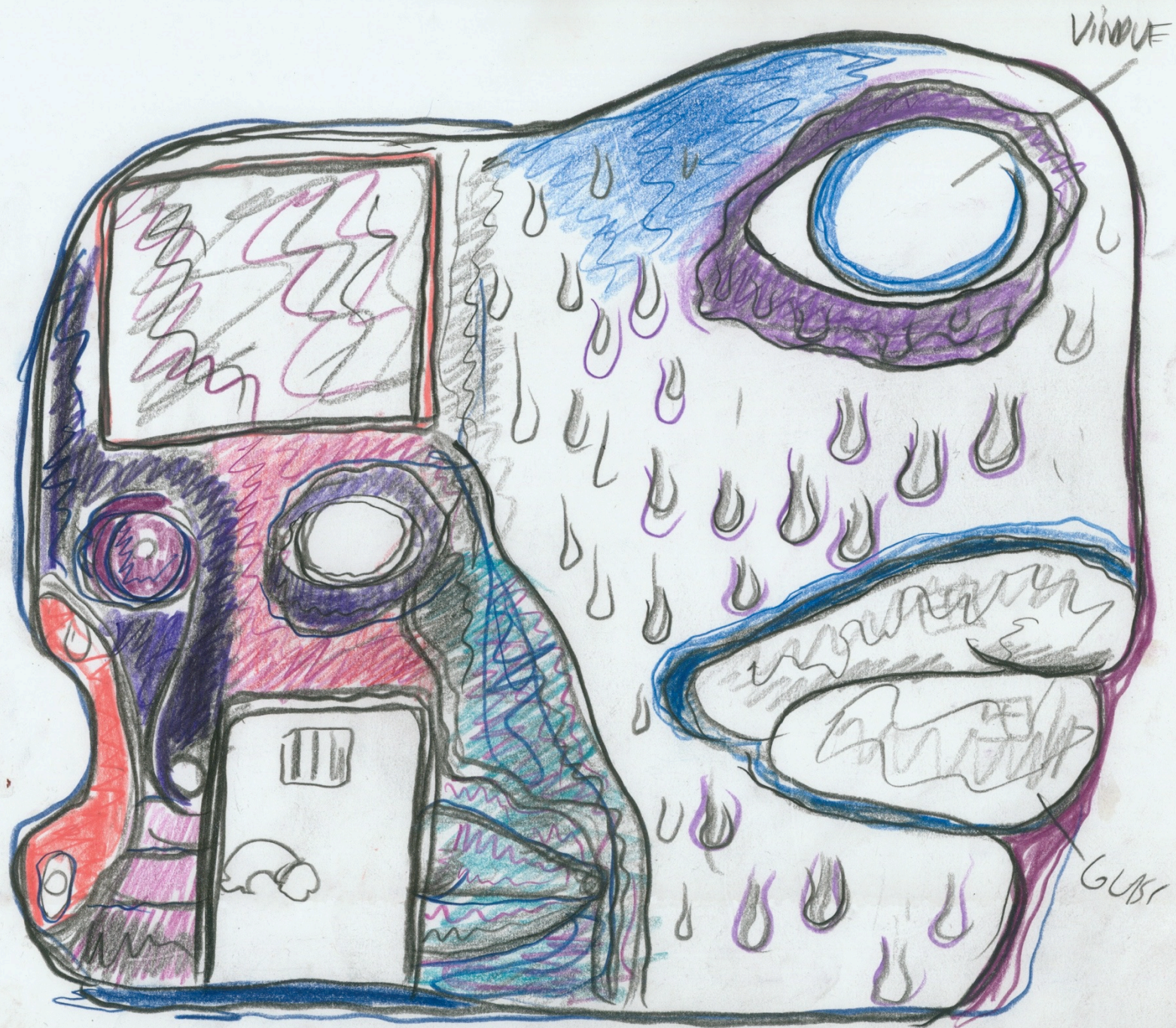
Analogue Digital

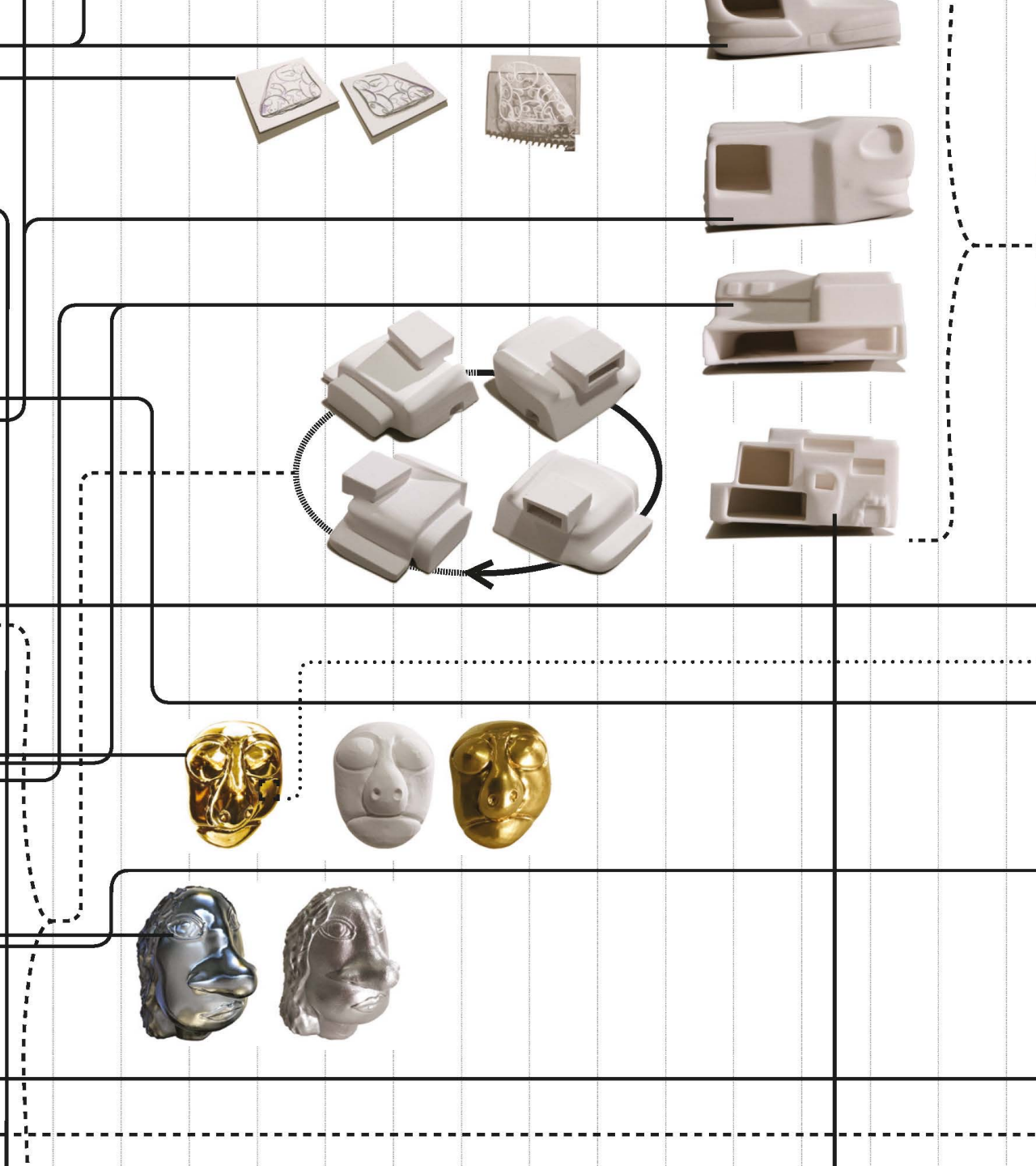
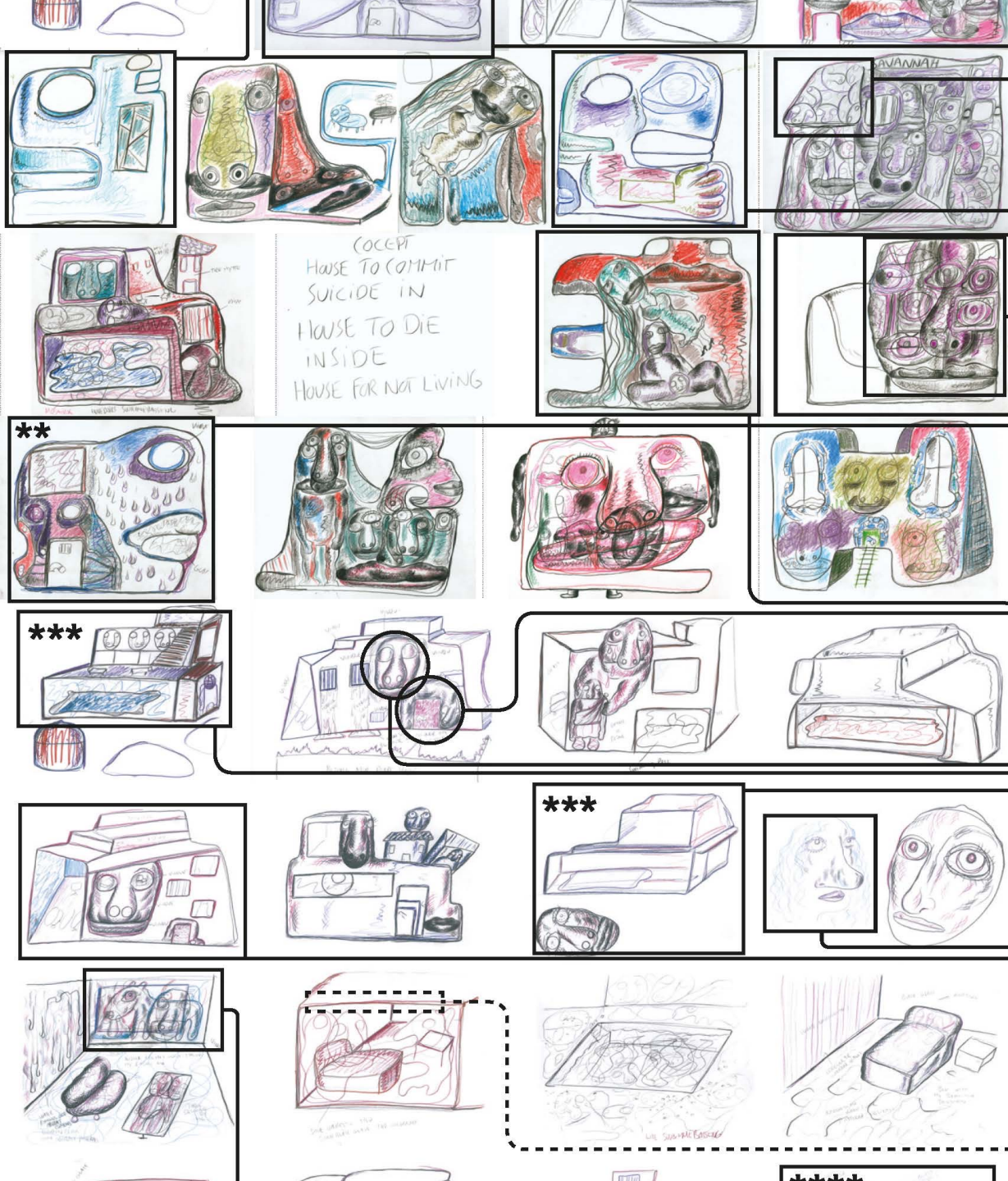


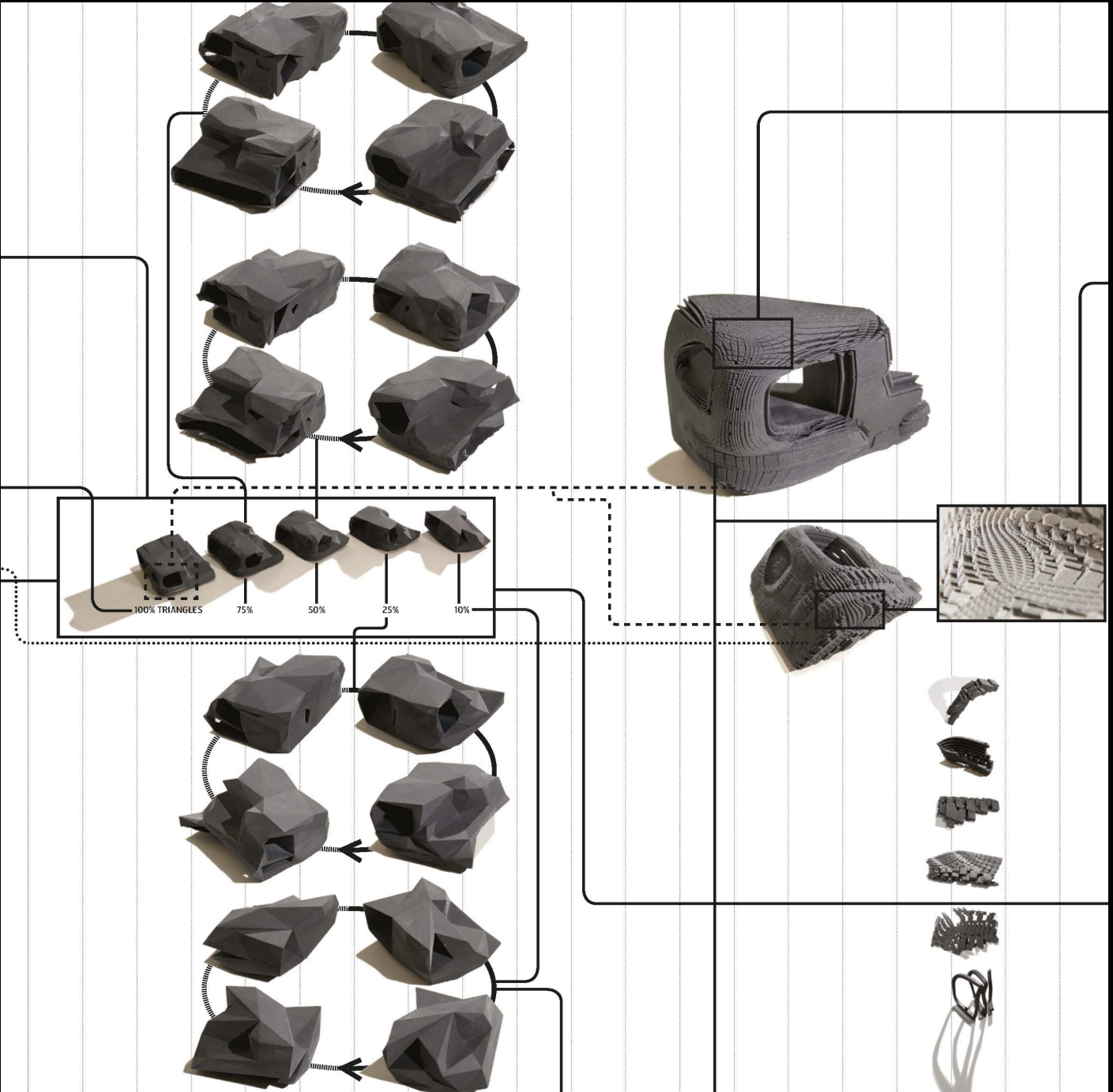


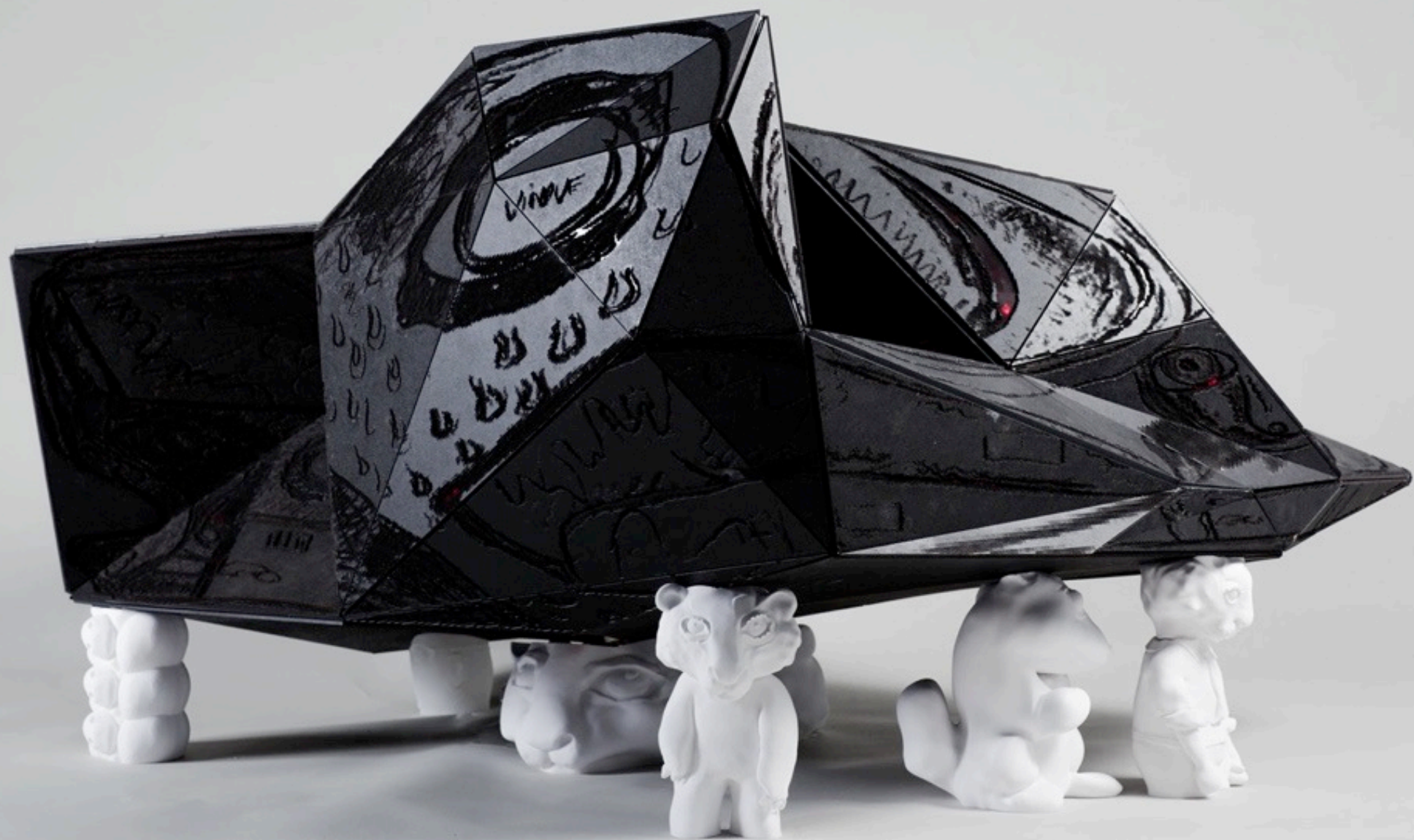








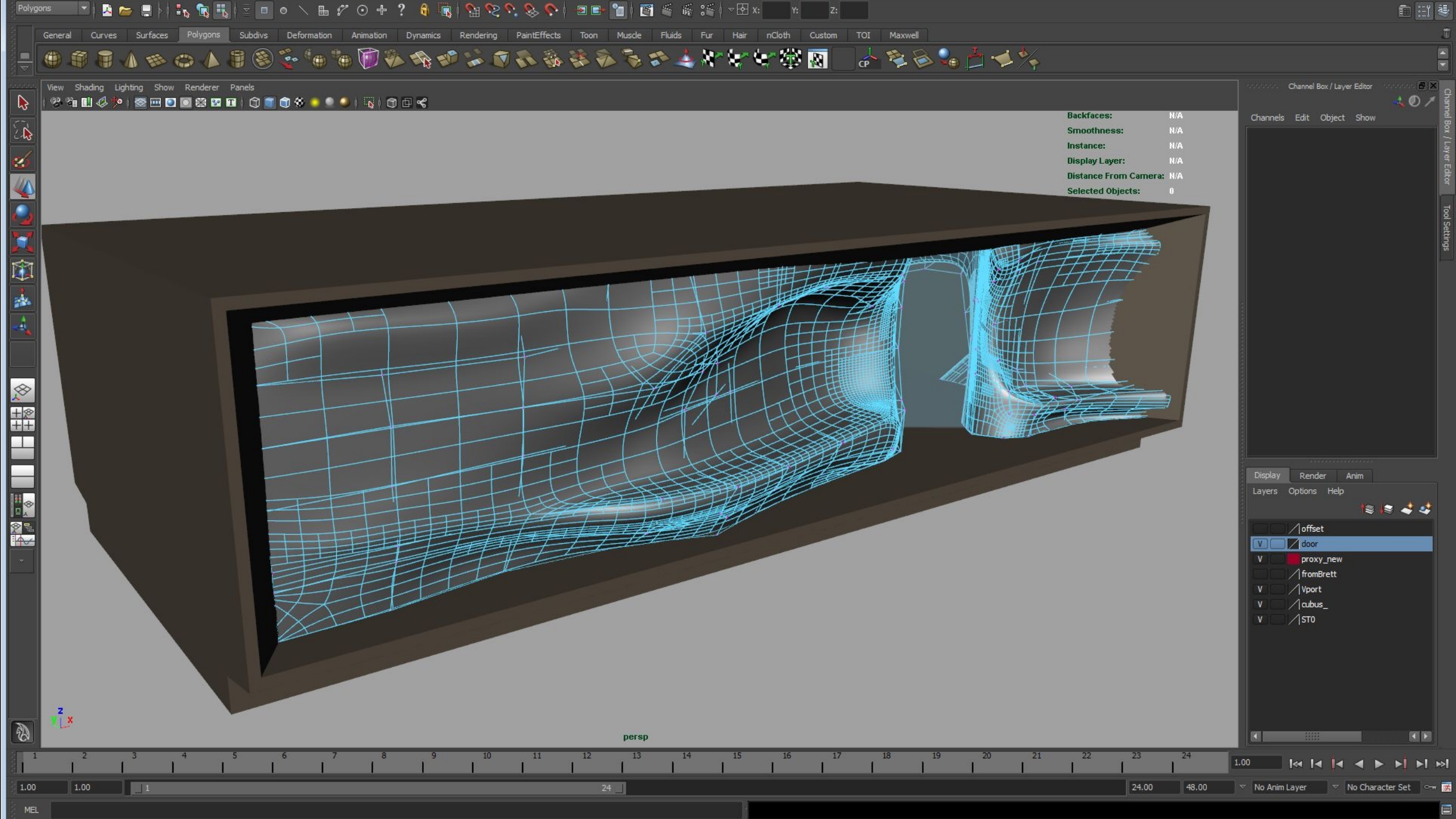






A house to die in
Oslo, Norway

Digital Analogue









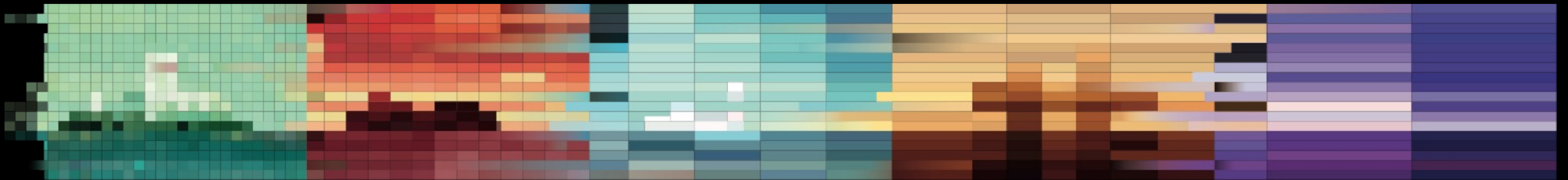




Tverrfjellhytta
Norwegian Wild Reindeer Pavilion
Norway







Banknote design
Norway





Digital Digital

В Ъ Ѧ Ⓡ ħ ě
乃 丩 Ѧ r n e
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Analogue Digital Analogue

Bibliotheca Alexandrina

Bibliotheca Alexandrina

Shoheta Books
001

SB
001

Bibliotheca Alexandrina

Bibliotheca Alexandrina

Snøhetta Books
001

SB
001













ادفارد
مونك:

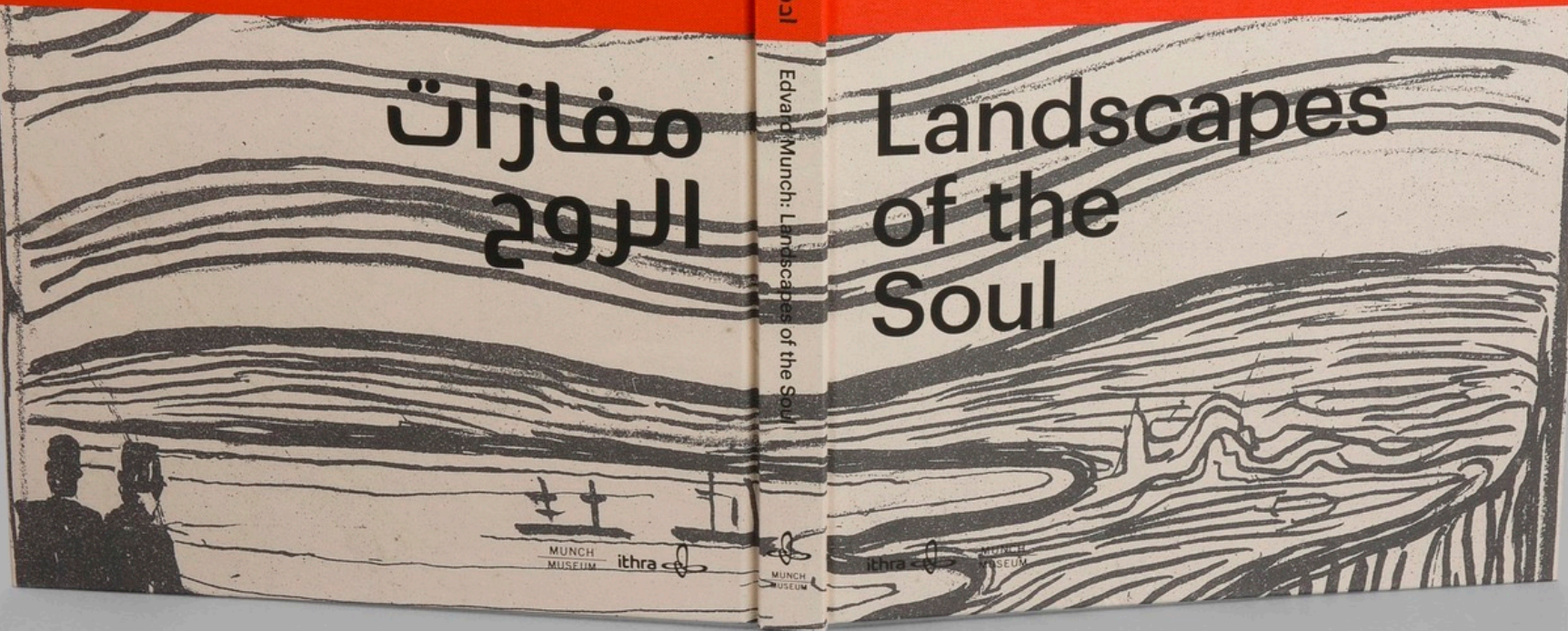
مفازات
الروح

ادفارد مونك: مفازات الروح

Edvard Munch: Landscapes of the Soul

Edvard
Munch:

Landscapes
of the
Soul



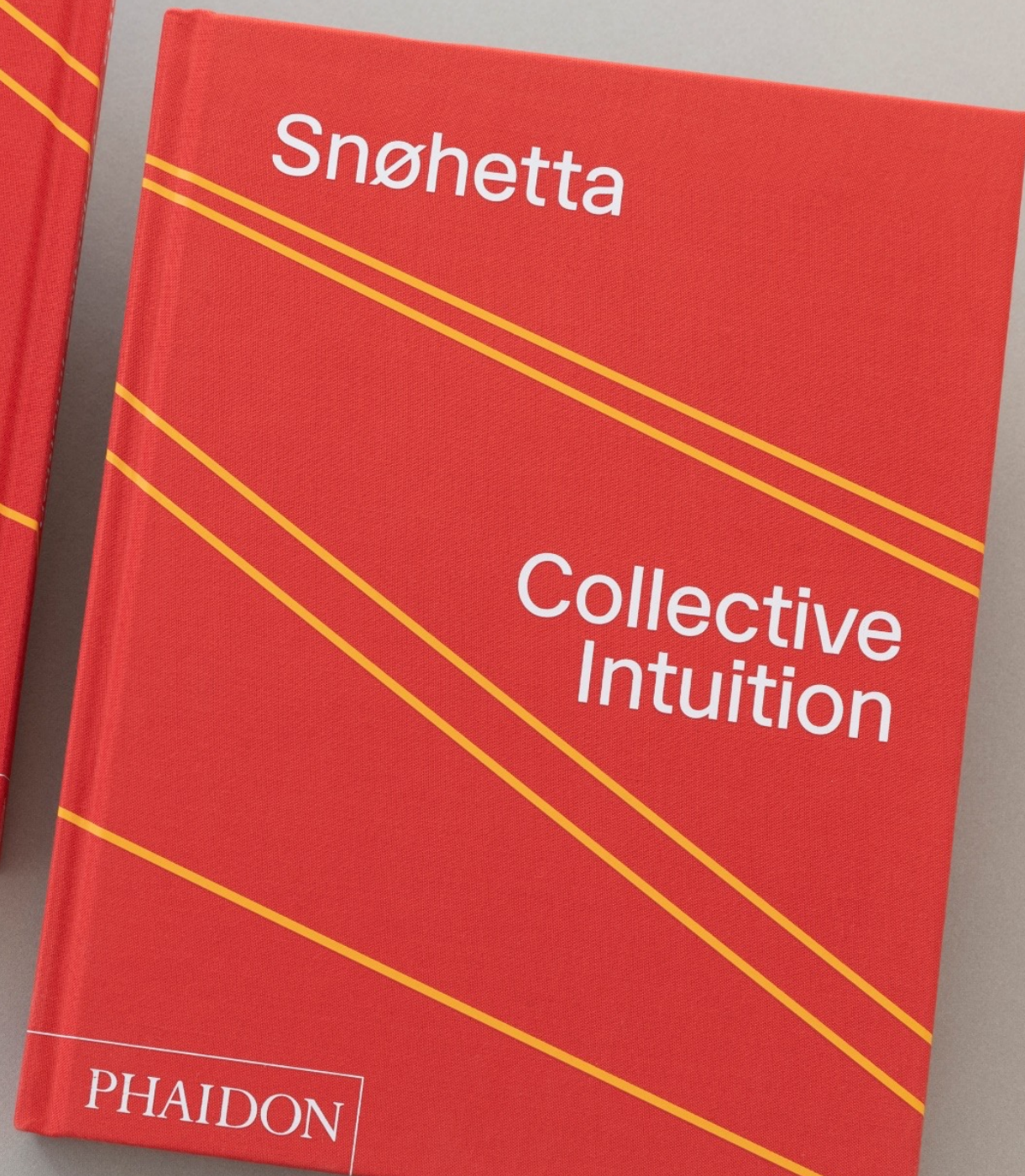
MUNCH
MUSEUM

ithra

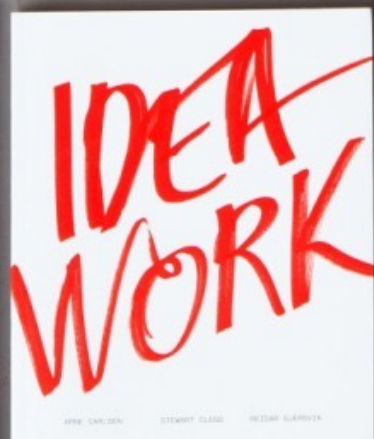
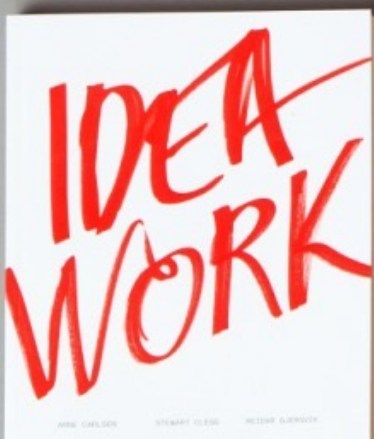
MUNCH
MUSEUM

ithra

MUNCH
MUSEUM



Method



12

INTRODUCTION

Why talk about idea work, and
what does it matter?

40

PREPPING

Why every organization should
have an Uncle Sam

54

ZOOMING OUT

Why seeing the big picture
matters to your ideas

70

CRAVING WONDER

Why burning questions of a dipmeter log, caring for the client,
and dwelling on the 9/11 memorial ground have the same origin

86

ACTIVATING DRAMA

What's at stake?

104

DARING TO IMAGINE

How great ideas result from cutting into the rock,
celebrating your dusters, and cheerleading

120

GETTING PHYSICAL

What is it with those sketches, and why
are pin-ups must-haves in idea work?

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DOUBLE RAPID PROTOTYPING

How Magnus learned to beat the
big fat cats, and why he fears becoming one

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LIBERATING LAUGHTER

How playful energy and humor opens
up people, situations, and ideas

170

GENERATIVE RESISTANCE

How constraints and opposition
can inspire your best ideas

186

PUNK PRODUCTION

Just do it - yourself!

IDEA WORK IS

INTERWOVEN

AFFECTIVE

MATERIAL

CONTROVERSIAL

PREPPING

The practice of carefully preparing, building, and revitalizing knowledge so as to maximize its potential for effective use in the moment of creation.

ZOOMING OUT

Stepping back from immersion in data and analysis of ideas, of particulars and moving to big-picture thinking, letting go of details, and seeking the simplifying core.

CRAVING WONDER

The sensuous experience of being in a mystery, a combination of feeling startled and engaging in passionate search. Wonder underpins all imagination, empathy, and deep interest in anything beyond self.

ACTIVATING DRAMA

Calling people to adventure - into battles, mysteries, missions, cathedrals, treasure hunts or the needs of the human other - in ways that recruit their utmost capabilities and desires, asking: Why do we come to work here? What is really at stake?

DARING TO IMAGINE

Boldly venturing forth into unknown territory through creating shared imaginings, cultivating a language of possibility, handling failure, and providing encouragement.

GETTING PHYSICAL

Moving from over-dependence on electronic media towards materializing and visualizing ideas in artifacts, touching ideas, skidding ideas, gesticulating around ideas, and moving while doing idea work.

DOUBLE RAPID PROTOTYPING

A work form that seeks to force speedy production, testing and improvement of half-worked ideas so that they are shared and bolstered at an early stage of development.

LIBERATING LAUGHTER

Processes of energizing co-creation through playfulness, puns, and humor aimed at building social ties, reducing seriousness, relaxing constraints in thinking, and encouraging original combinations of knowledge.

GENERATIVE RESISTANCE

Acknowledging doubt, friction, and criticism, not as noise to be avoided, but as levers with which to question the given and enhance imagination in everyday work.

PUNK PRODUCTION

Using audacity and direct, self-initiated action to mobilize against established ways, opening up and realizing ideas with high levels of originality and value.

INTERWOVEN

AFFECTIVE

MATERIAL

CONTROVERSIAL

CRAVING WONDER.

WHY BURNING QUESTIONS
OF A DIPMETER LOG,
CARING FOR THE CLIENT,
AND DWELLING ON THE
9/11 MEMORIAL GROUND
HAVE THE SAME ORIGIN

ARNE CARLSEN, STEWART CLEGG AND REIDAR GJERSVIK

crav·ing won·der |

The sensuous experience of being in a mystery, a combination of feeling startled and engaging in passionate search. Wonder underpins all imagination, empathy, and deep interest in anything beyond self.

"Whoever is devoid of the capacity to wonder, whoever remains unmoved, whoever cannot contemplate or know the deep shudder of the soul in enchantment, might just as well be dead for he has already closed his eyes upon life"

Albert Einstein (in Koestler 1964/1989: 258)

"Do we always have to be only one? Why cannot I be Erle also? Why is the tongue always wet? What are really 'the old days'? What are the most oldest days? Who knows about them?"

Hannah, 4 years old

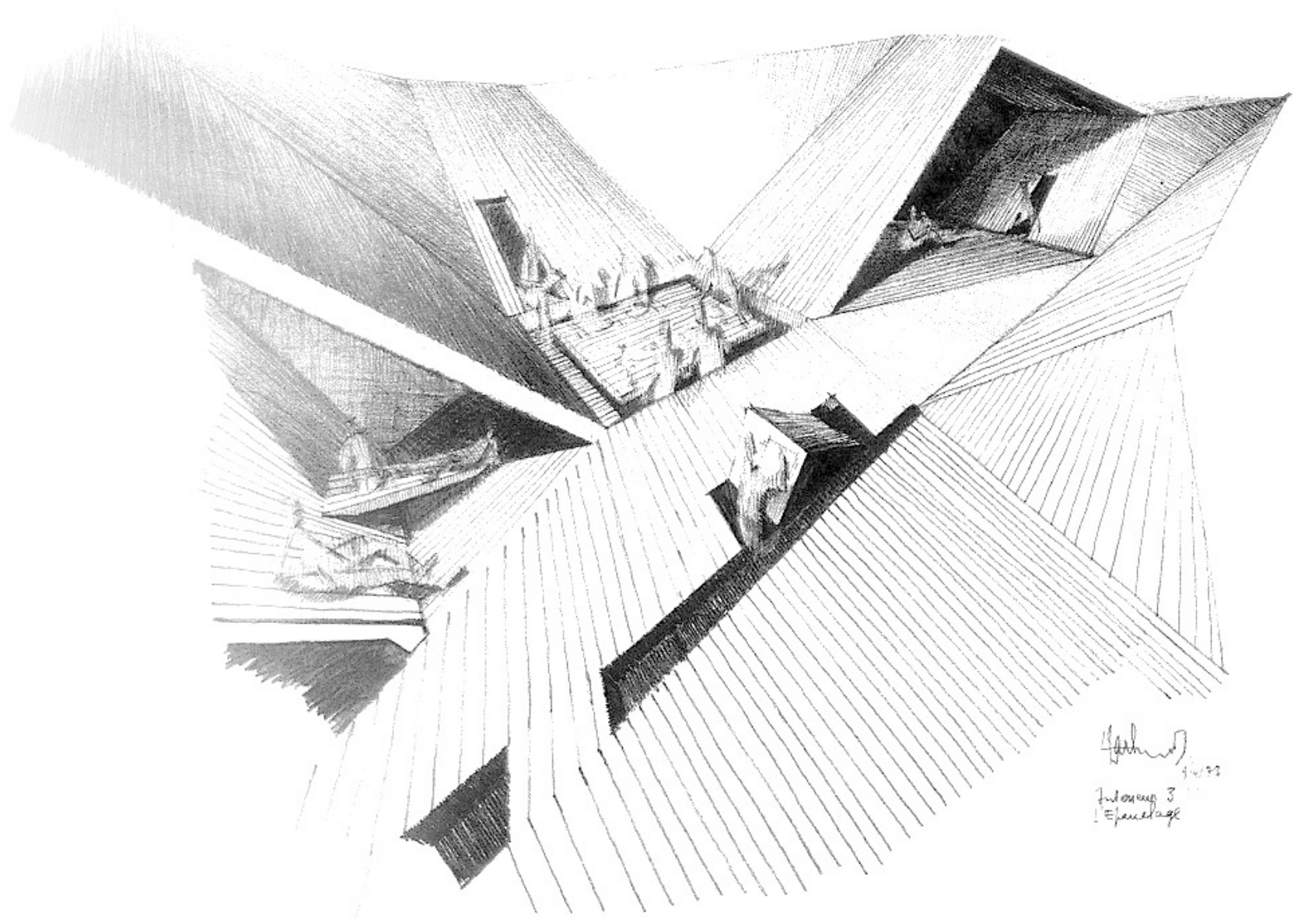
"He not busy being born is busy dying"

Bob (Dylan 1965)

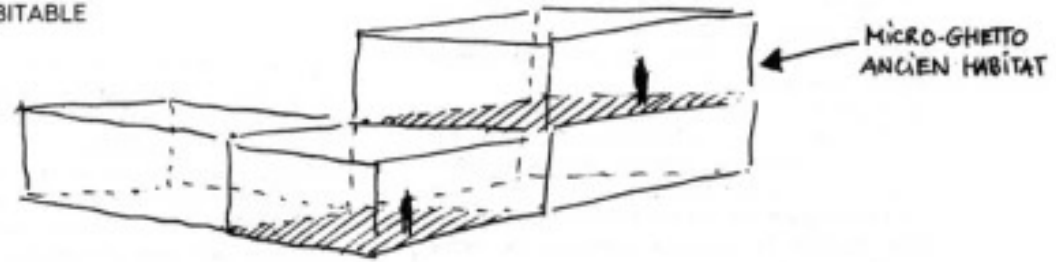


Inspiration

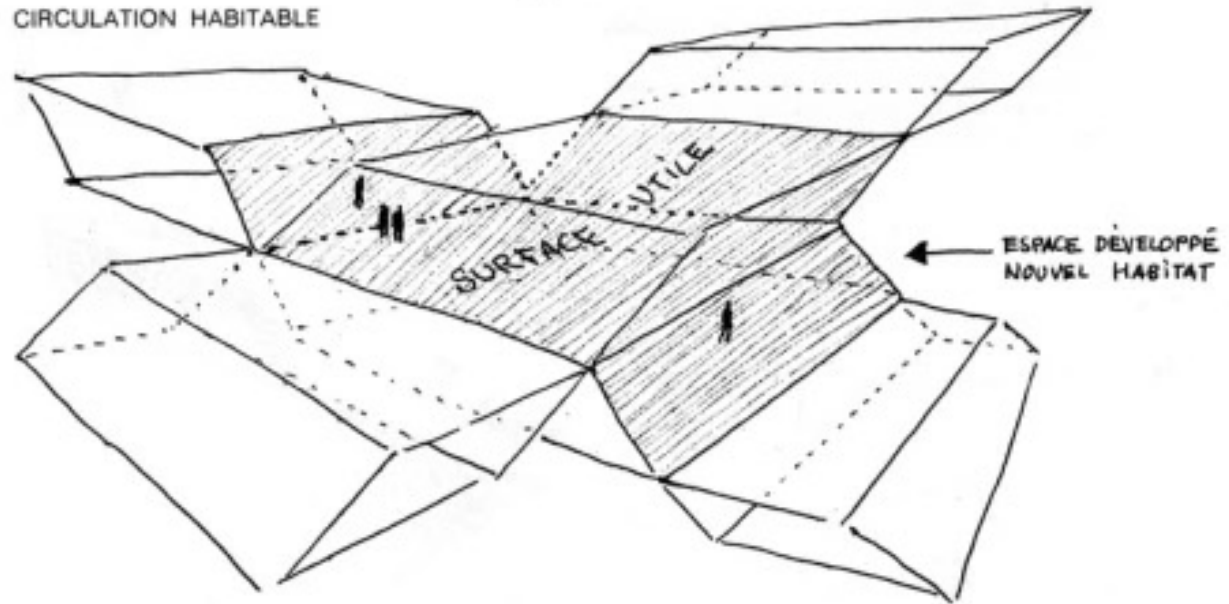
Oblique architecture

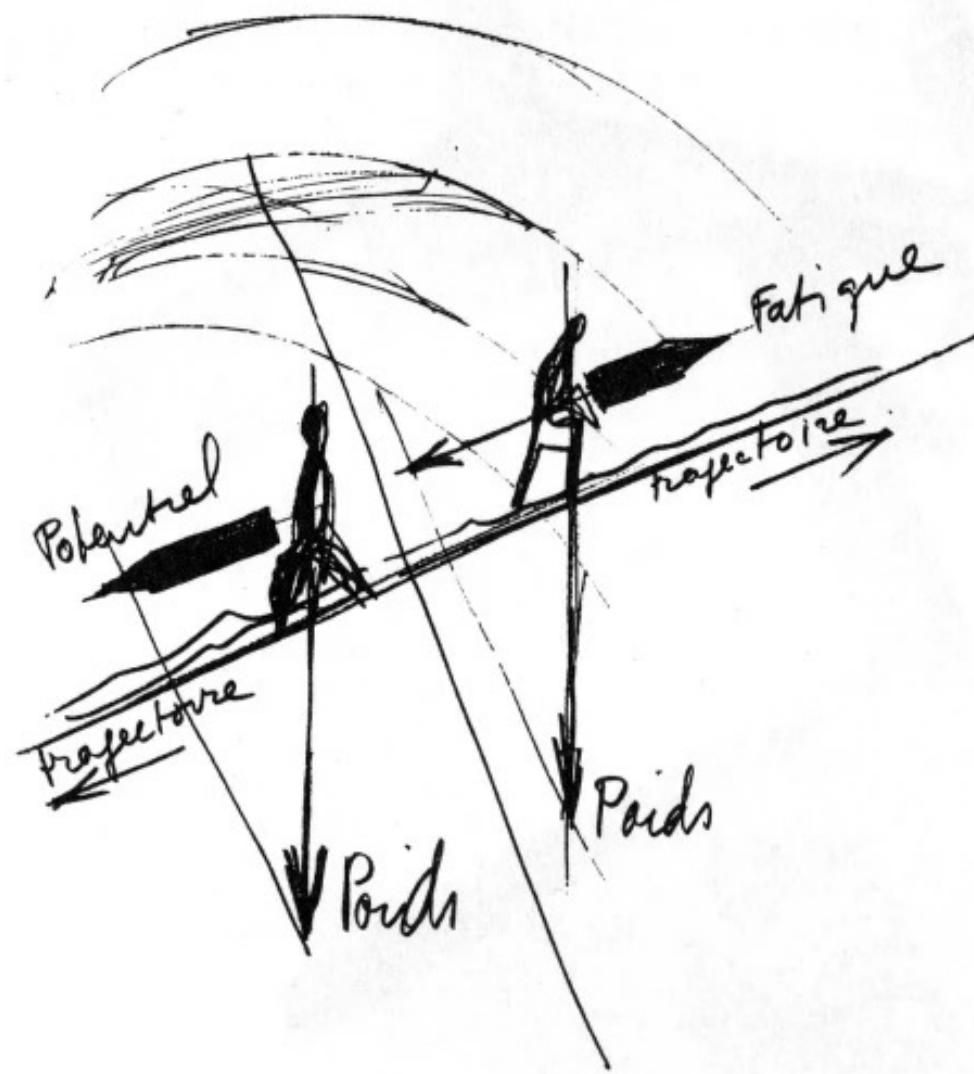


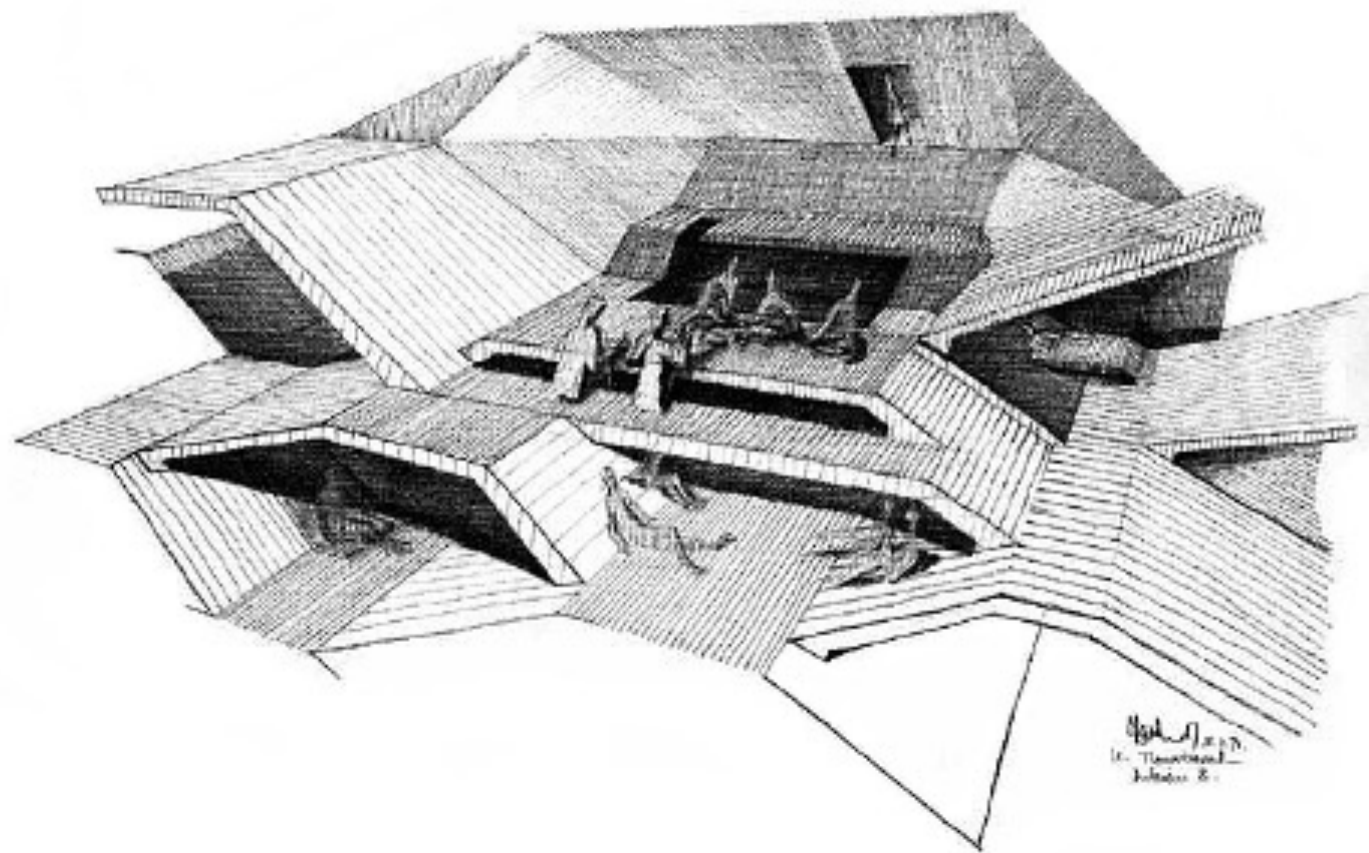
STATION HABITABLE

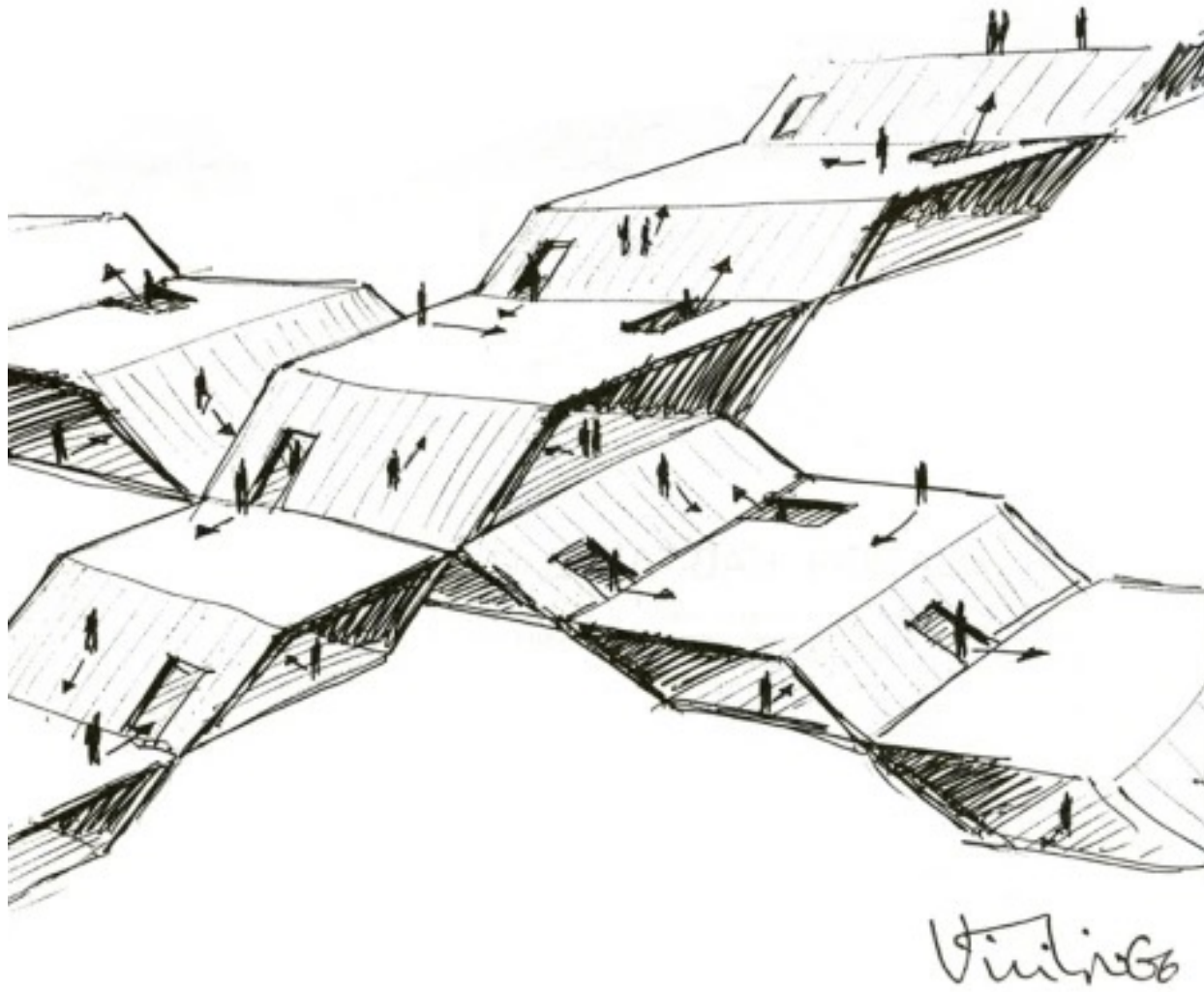


CIRCULATION HABITABLE







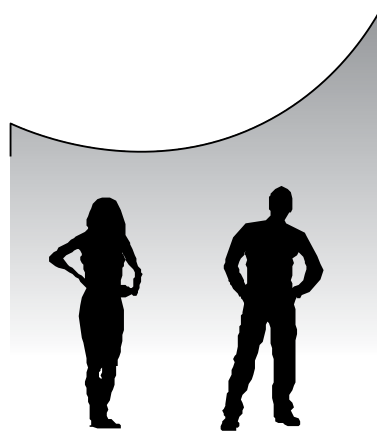


The art of prepositions

I <i>aboard</i>	everybody <i>by</i>	themselves <i>outside</i>
you <i>about</i>	everyone <i>despite</i>	one <i>over</i>
we <i>above</i>	everything <i>down</i>	both <i>past</i>
us <i>across</i>	nothing <i>during</i>	few <i>per</i>
they <i>after</i>	no one <i>except</i>	many <i>plus</i>
them <i>against</i>	nobody <i>for</i>	several <i>round</i>
she <i>along</i>	neither <i>from</i>	all <i>since</i>
her <i>amid</i>	each <i>in</i>	any <i>through</i>
he <i>among</i>	either <i>inside</i>	most <i>to</i>
him <i>around</i>	something <i>into</i>	some <i>toward</i>
it <i>at</i>	somebody <i>like</i>	none <i>under</i>
this <i>before</i>	someone <i>minus</i>	me <i>up</i>
that <i>behind</i>	myself <i>near</i>	my <i>upon</i>
these <i>below</i>	yourself <i>of</i>	his <i>versus</i>
those <i>beneath</i>	herself <i>off</i>	hers <i>via</i>
anybody <i>beside</i>	himself <i>on</i>	their <i>with</i>
anyone <i>between</i>	ourselves <i>onto</i>	your <i>within</i>
anything <i>beyond</i>	yourselves <i>opposite</i>	our <i>without</i>



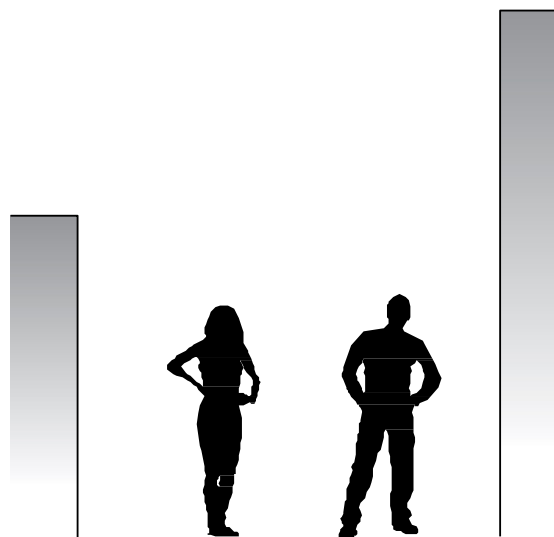
On



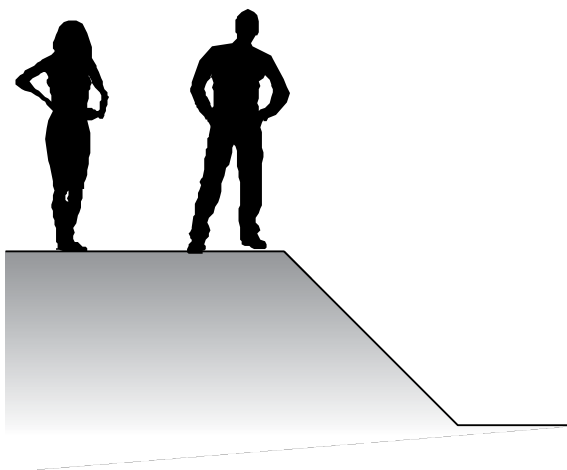
Under



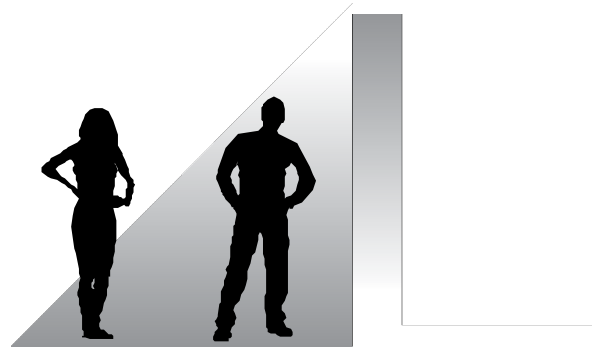
Beside



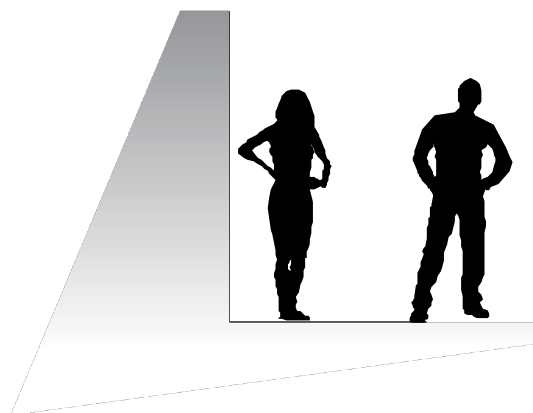
In between



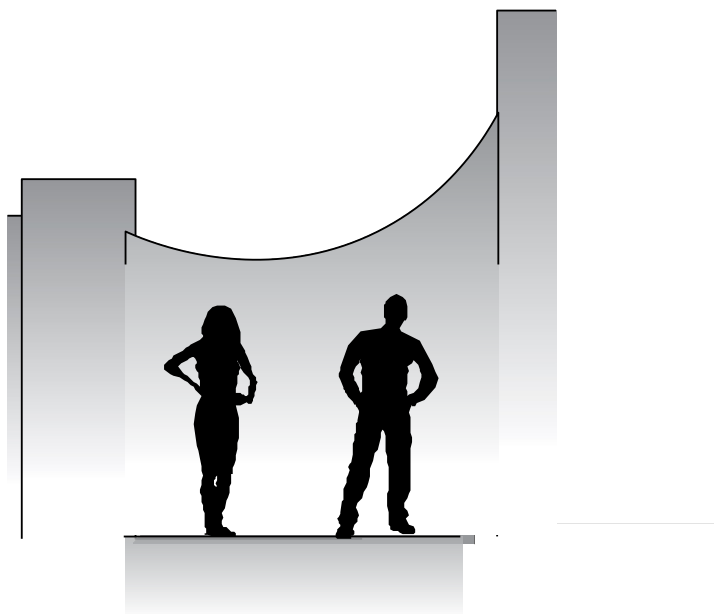
On top of



Behind



In front of







Times Square Reconstruction
New York, USA







TIMES SQUARE RECONSTRUCTION

40%

DECREASE IN PEDESTRIAN INJURIES

20%

DECREASE IN CRIME

60%

DECREASE IN POLLUTION

59%

INCREASE IN PEDESTRIAN TRAFFIC

300%

INCREASE IN RETAIL RENT PRICES

22%

INCREASE IN BID ECONOMIC OUTPUT

92%

INCREASE IN CITY AND STATE TAX REVENUE



PHOTO: MICHEL JURIK

Busan Opera House
South Korea





Shanghai Grand Opera House
China

Contextual conceptualism

Positive impact on society
through culture and academia



Ryerson Student Learning Centre
Toronto, Canada







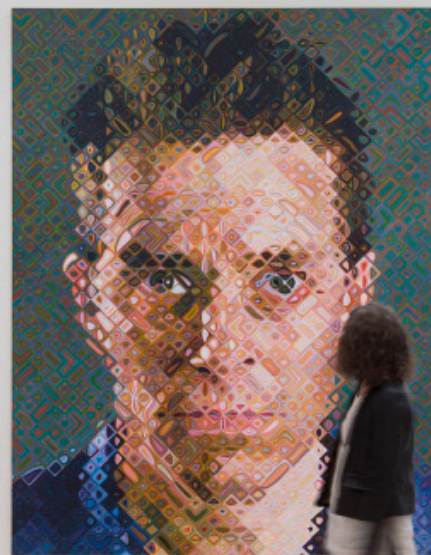
Calgary's new Central Library
Canada





SFMOMA Expansion
San Francisco, USA





David Laundy







Ordrupgaard Museum extension
Denmark









Lascaux IV: The International Centre for Cave Art
Montignac, France







Sustainability journey driven by
research, experimentation and collaboration



ديميتريوس الفيليني
(٣٥٠ - ٢٨٠ ق.م)
ملك مقدونيا الإغريقية

ΔΗΜΗΤΡΙΟΣ ΦΙΛΗΛΛΗΣ
(350-280 B.C.)
Ο ΕΜΠΝΕΥΣΤΗΣ ΤΗΣ ΛΑΤΕΙΑΣ
ΤΗΣ ΑΡΧΑΙΑΣ ΒΙΒΛΙΟΘΗΚΗΣ

DEMETRIUS PHILAEUS
(350-280 BCE)
The inspirer of the foundation
of the Ancient Library

ΔΗΜΗΤΡΙΟΣ ΦΙΛΛΕΡΕ
(350-280 π.Χ.)
L'inspirateur de la fondation
de l'ancienne Bibliothèque



Bibliotheca Alexandrina
Egypt

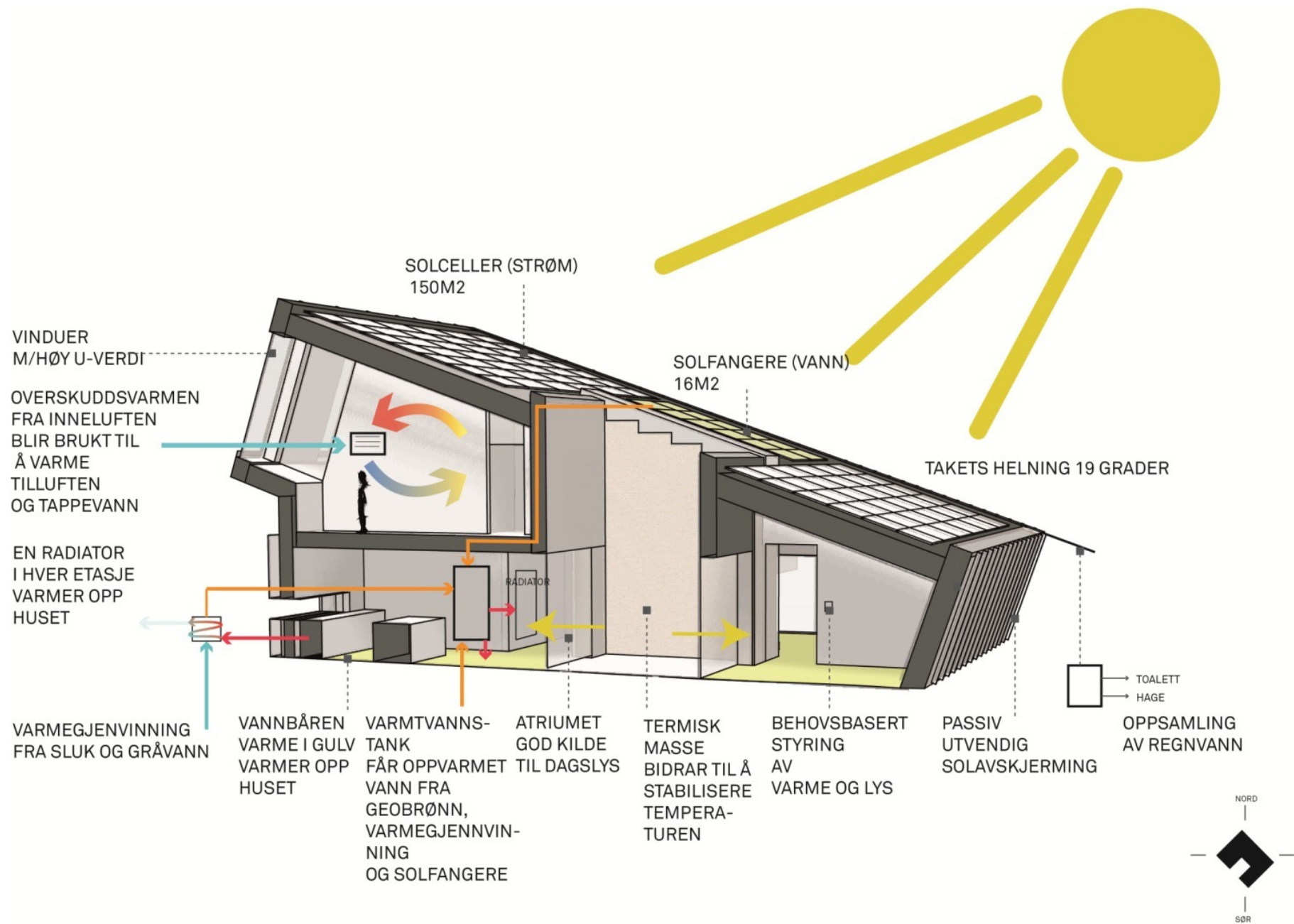




Norwegian National Opera and Ballet
Oslo, Norway



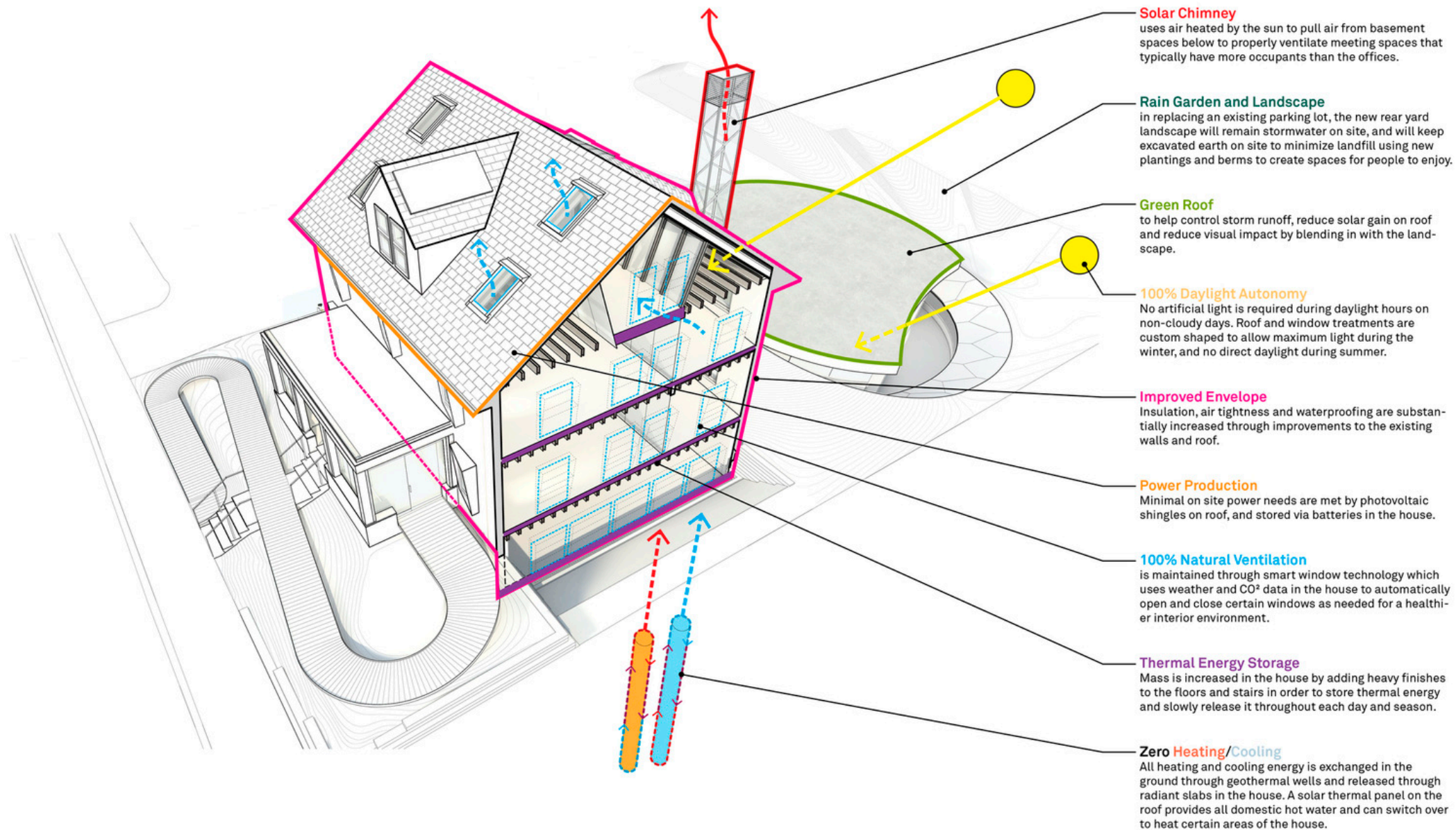
ZEB Pilot House
Larvik, Norway





Harvard HouseZero
Massachusetts, USA







Powerhouse Kjørbo
Bærum, Norway



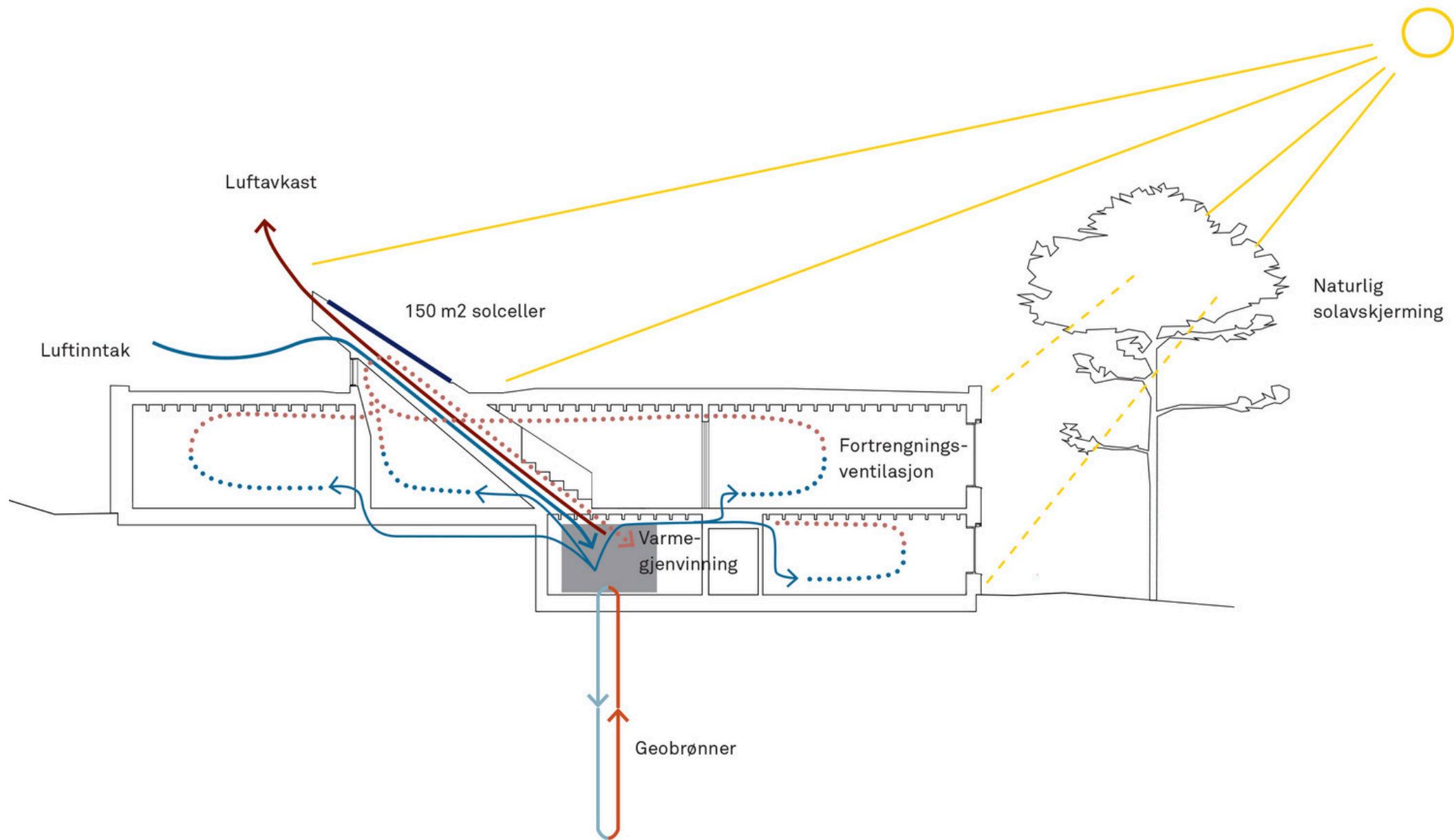
Powerhouse Brattørkaia
Trondheim, Norway





Powerhouse Drøbak
Montessori Secondary School
Norway

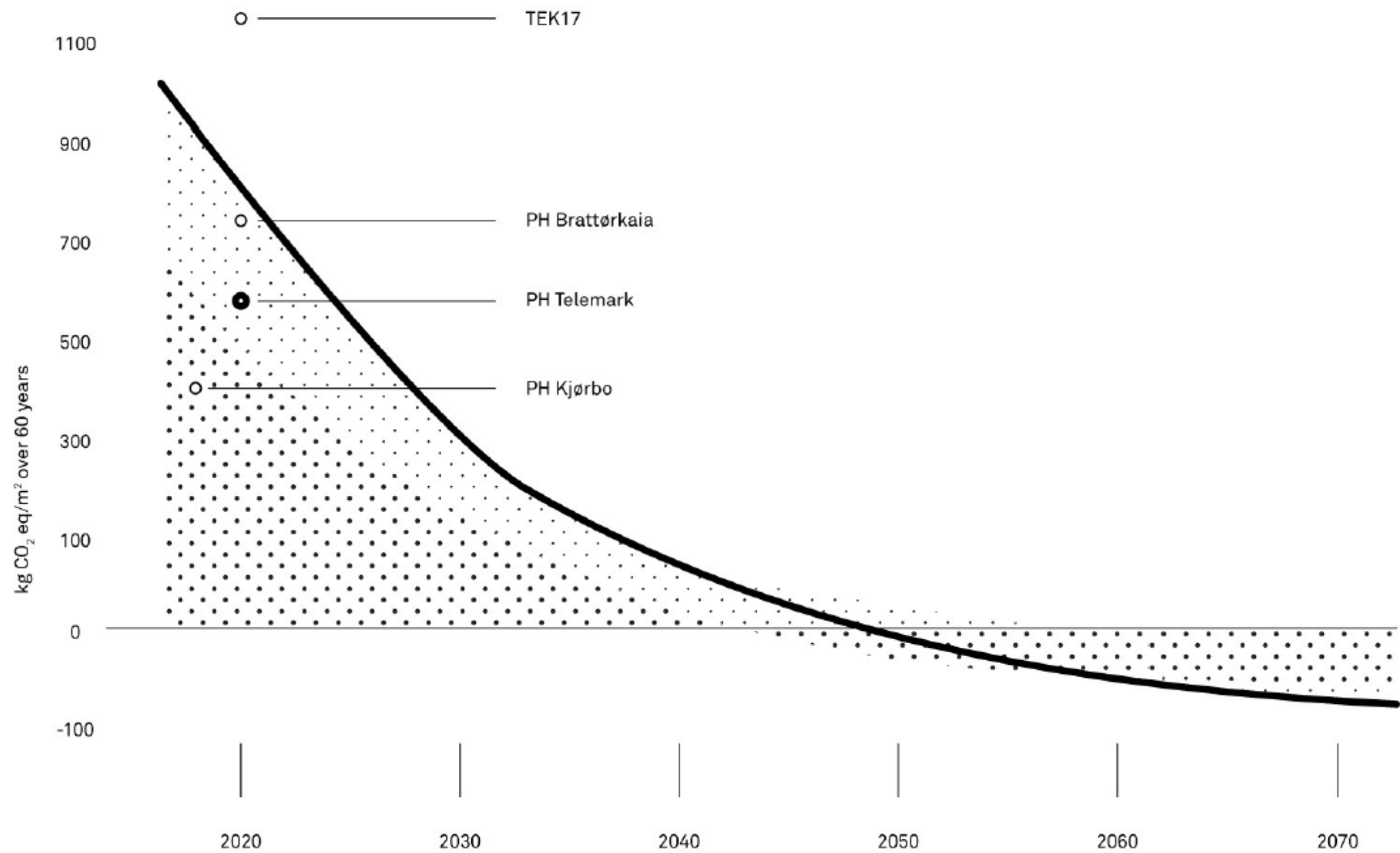






Powerhouse Telemark
Porsgrunn, Norway





Gullhaug Torg
Oslo, Norway



Gullhaug Torg
Oslo, Norway

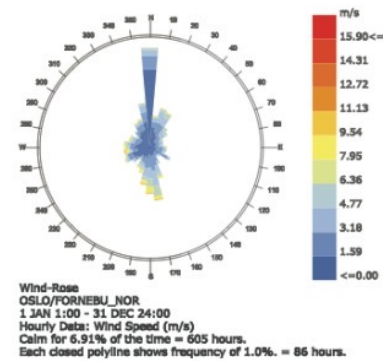
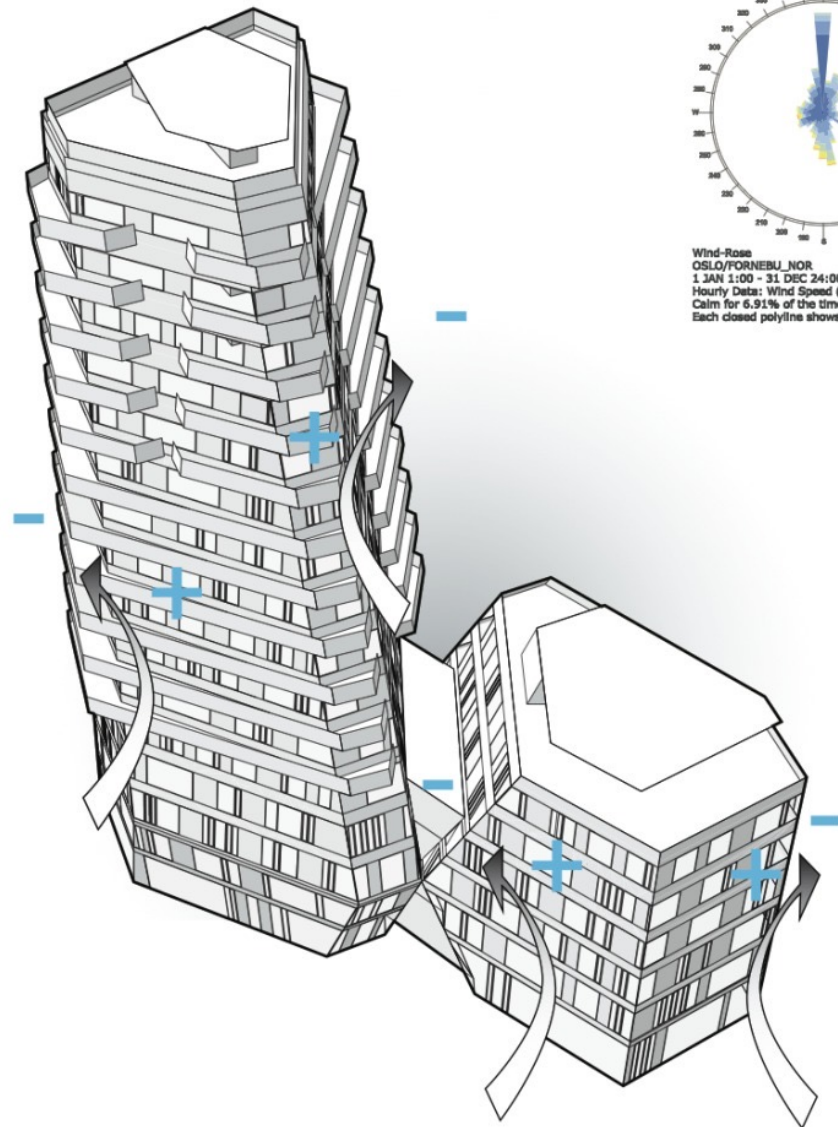




Gullhaug Torg
Oslo, Norway

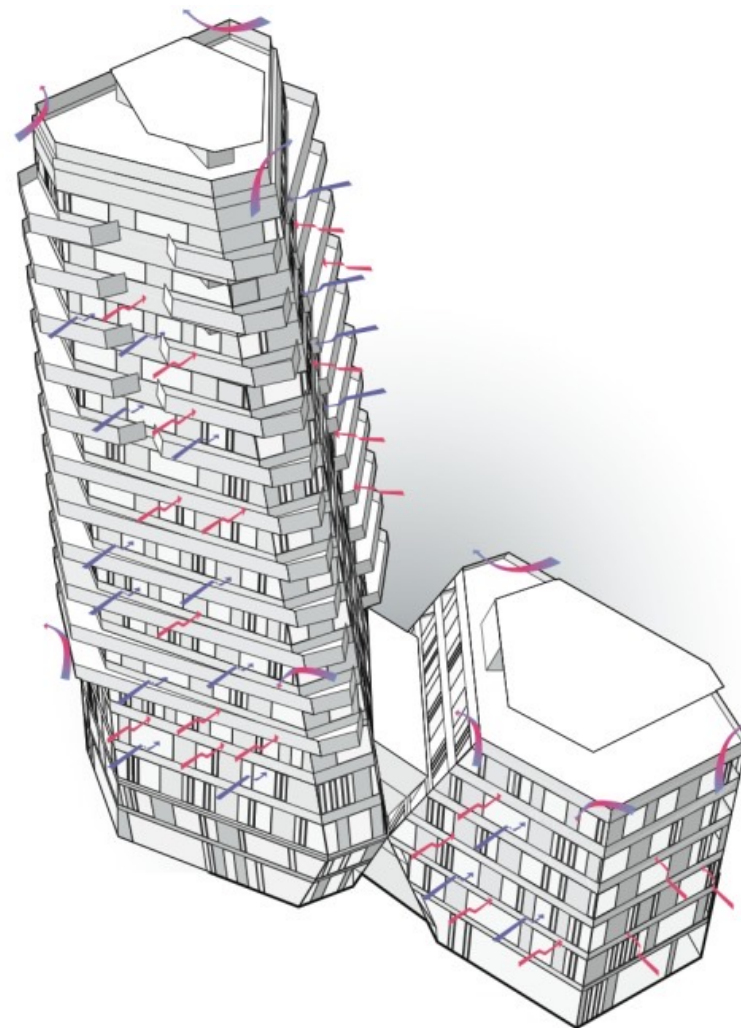
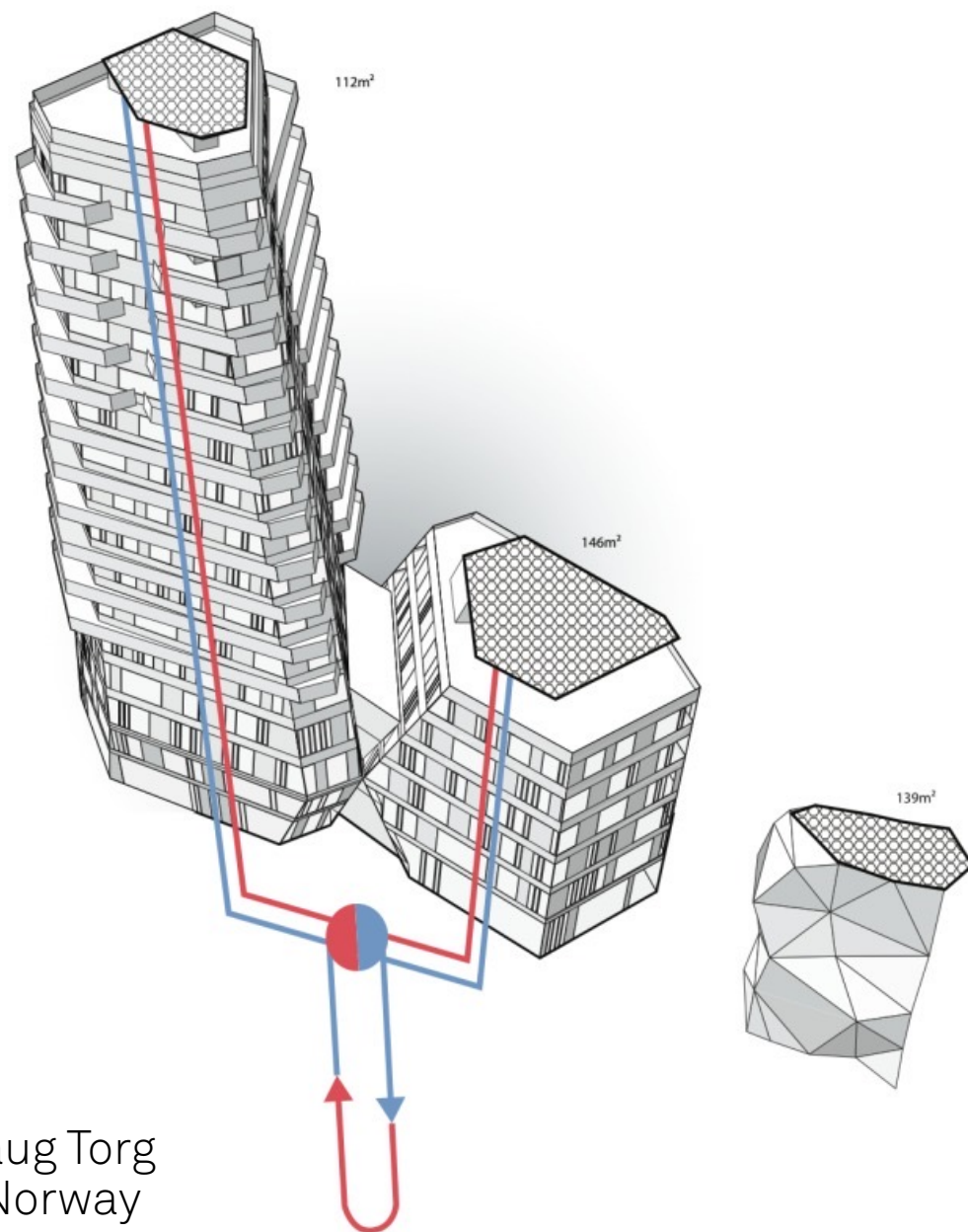
Innemiljø

Luft - naturlig ventilasjon

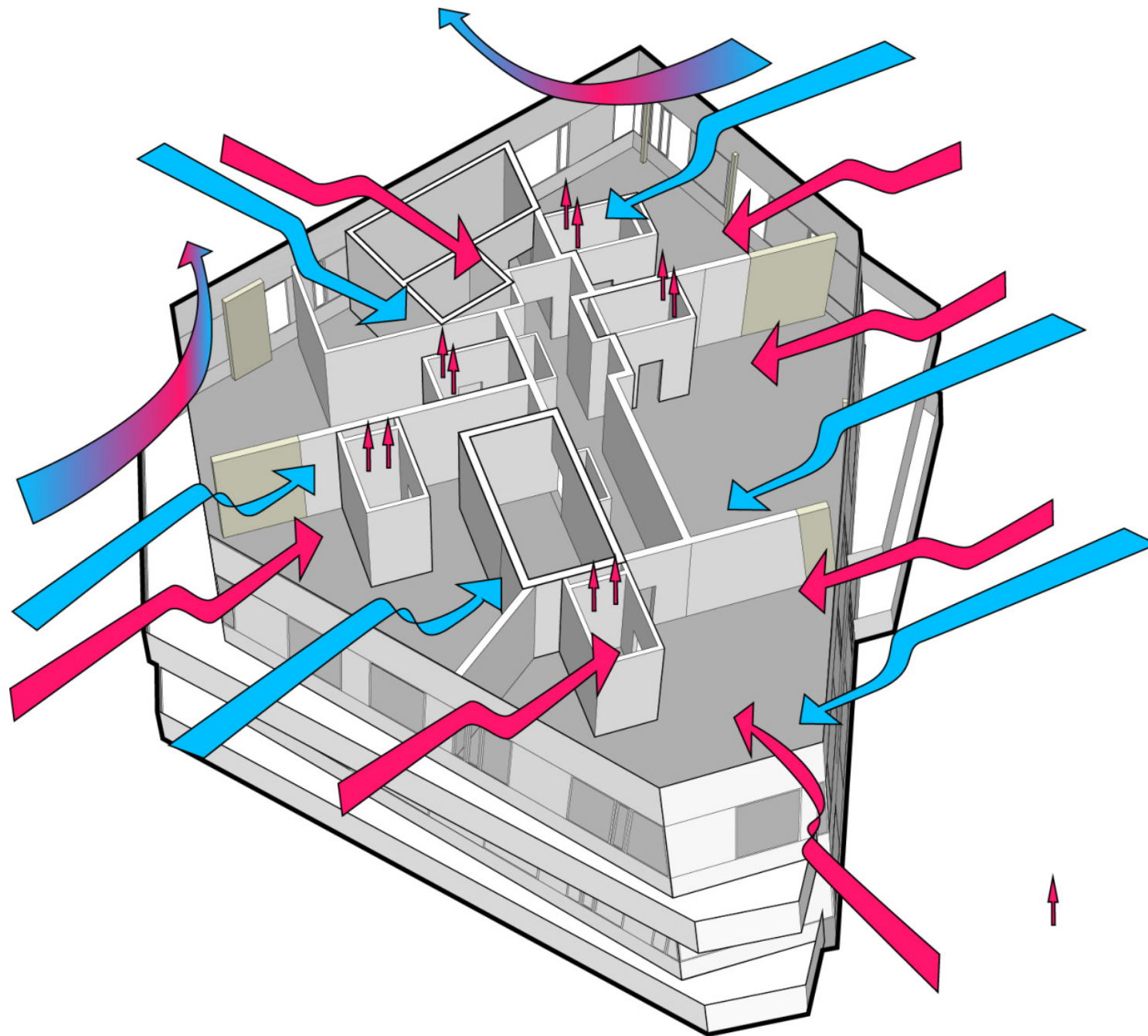


Gullhaug Torg
Oslo, Norway

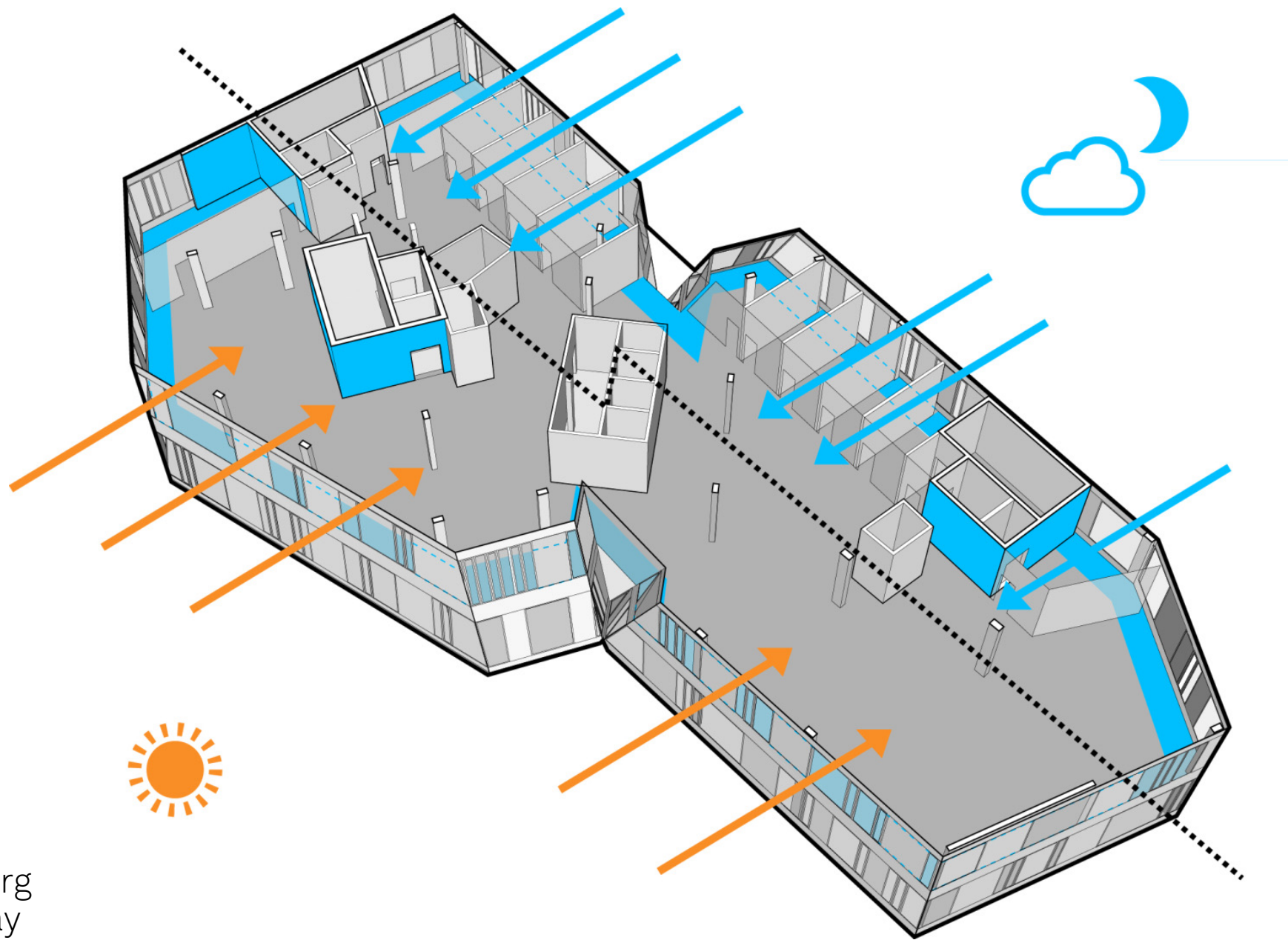
Gullhaug Torg
Oslo, Norway



Figur 1: Skjematiske figurer av termisk energiforsyning (kjøling og oppvarming) og det naturlige ventilasjonskonseptet.



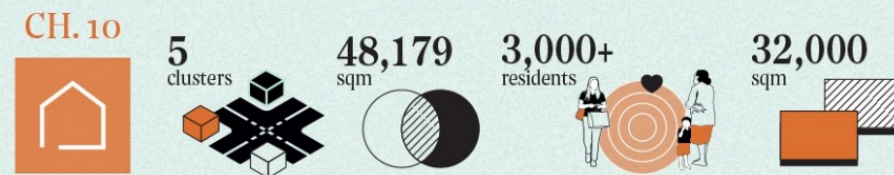
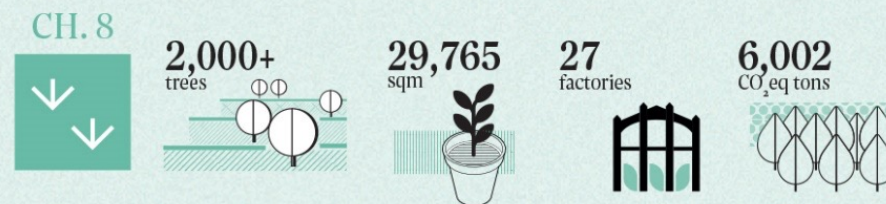
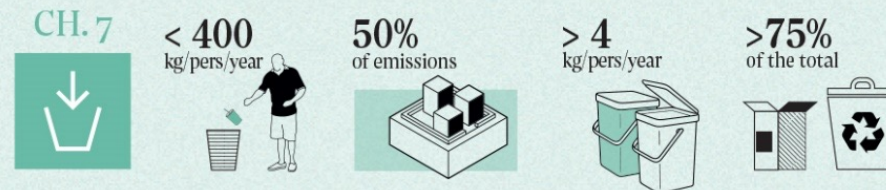
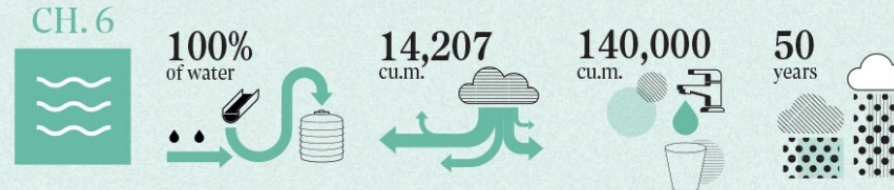
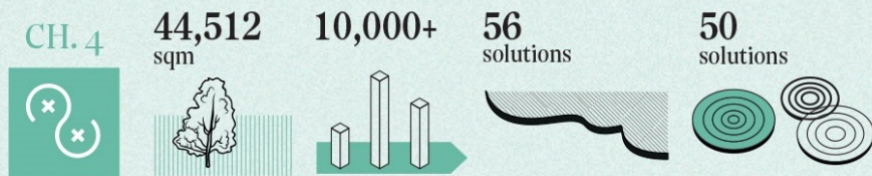
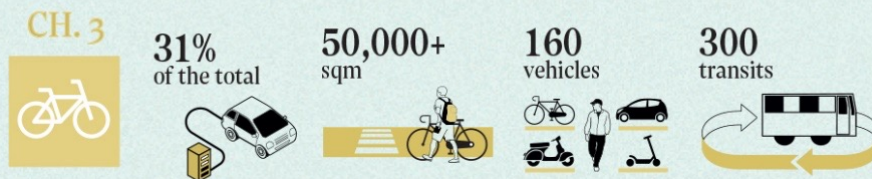
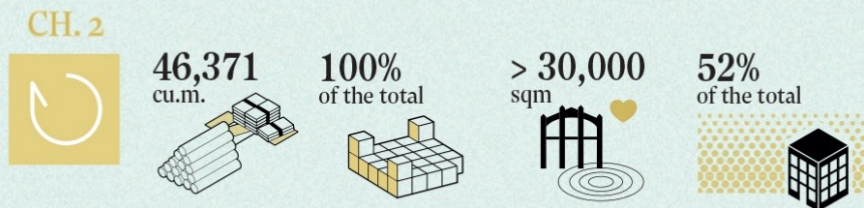
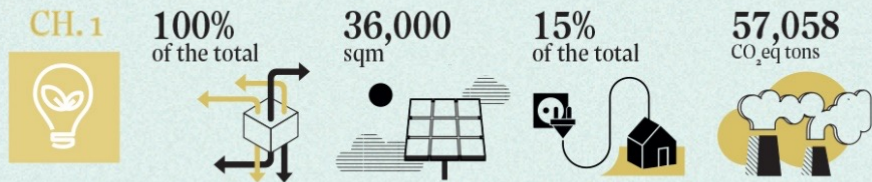
Gullhaug Torg
Oslo, Norway



Gullhaug Torg
Oslo, Norway

Ex Macello – Aria
Milan, Italy







The European
Green Deal
von der Leyen Commission



Climate change mitigation
Climate change adaption
Sustainability and water and marine resources protection
Transition to the Circular Economy
Prevention and emissions control
Protection and restoration of Biodiversity and Ecosystems
Human rights respect
Governance
Promote adequate living conditions for everyone

Piano
Aria
Clima

Healthy and inclusive Milan: a clean, fair, open and supportive city.
Connected and highly accessible Milan: a city that moves in a sustainable, flexible, active and safe way.
Positive energy Milan: a city that consumes less and better.
Cooler Milan: a greener, fresher and more liveable city that adapts to climate change.
Aware Milan: a city that adopts conscious lifestyles.



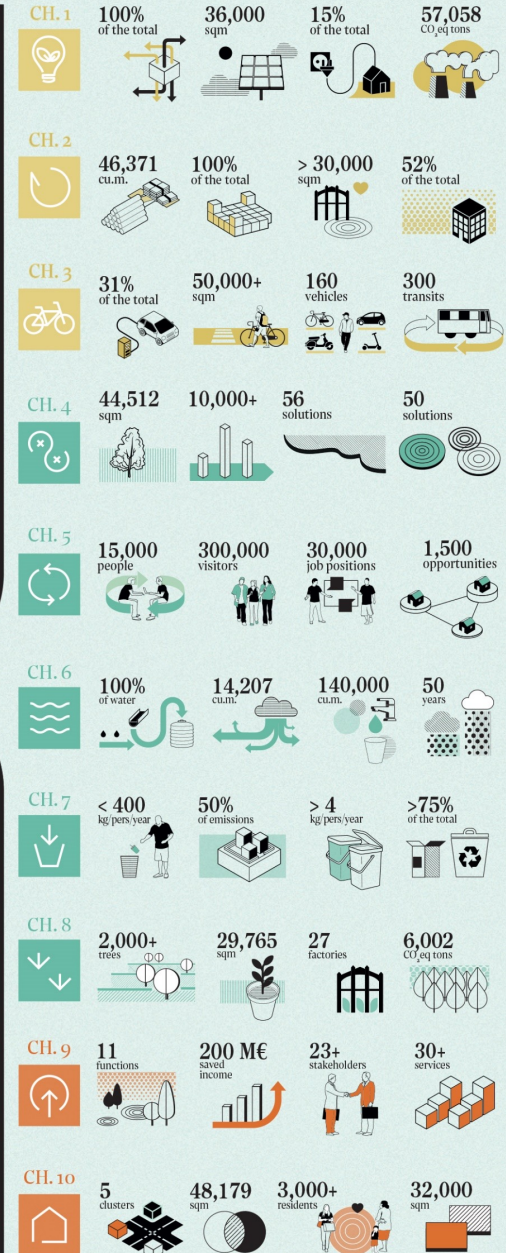
Reinventing
Cities



Climate-KIC



Comune di
Milano



Ambiente
environment

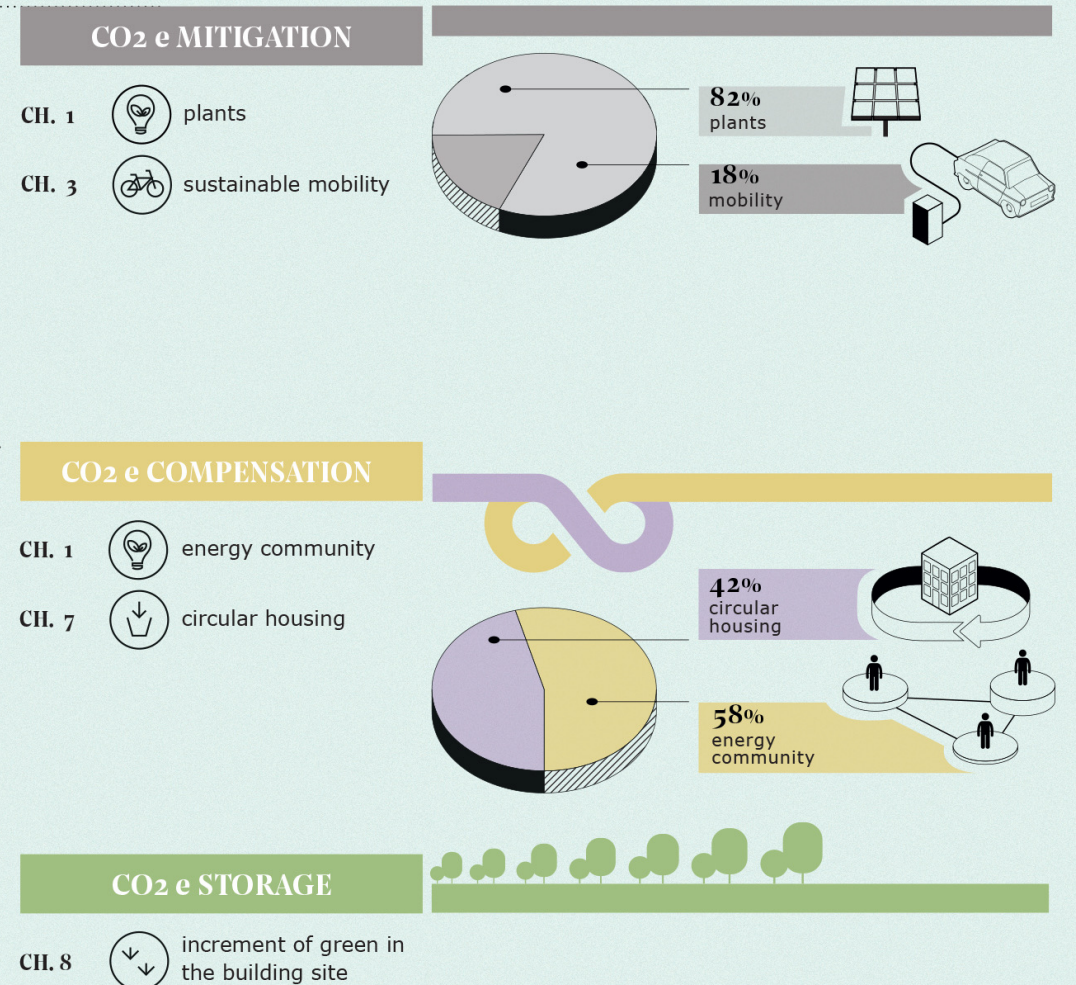
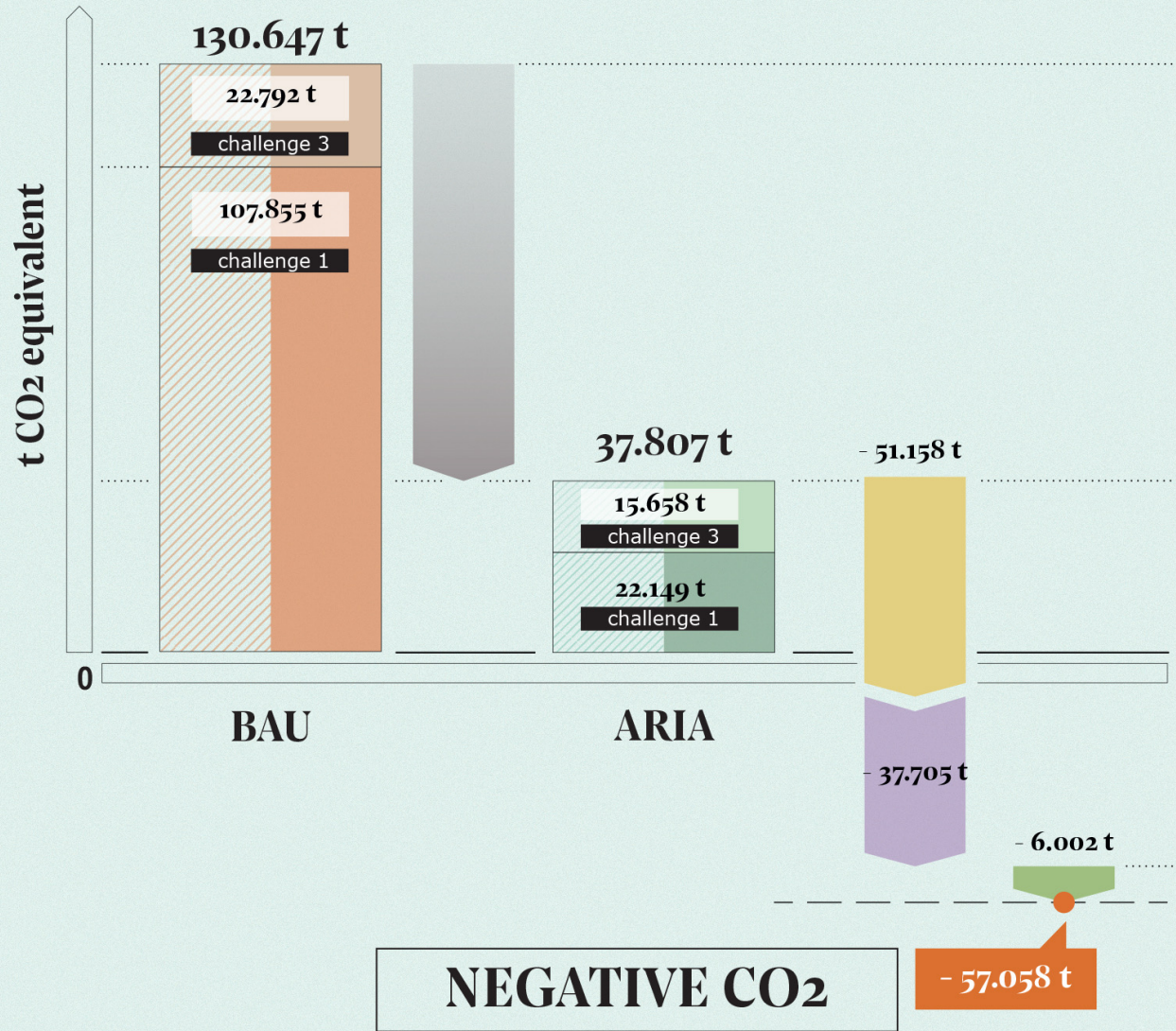
Inclusione
inclusion

Rigenerazione
regeneration

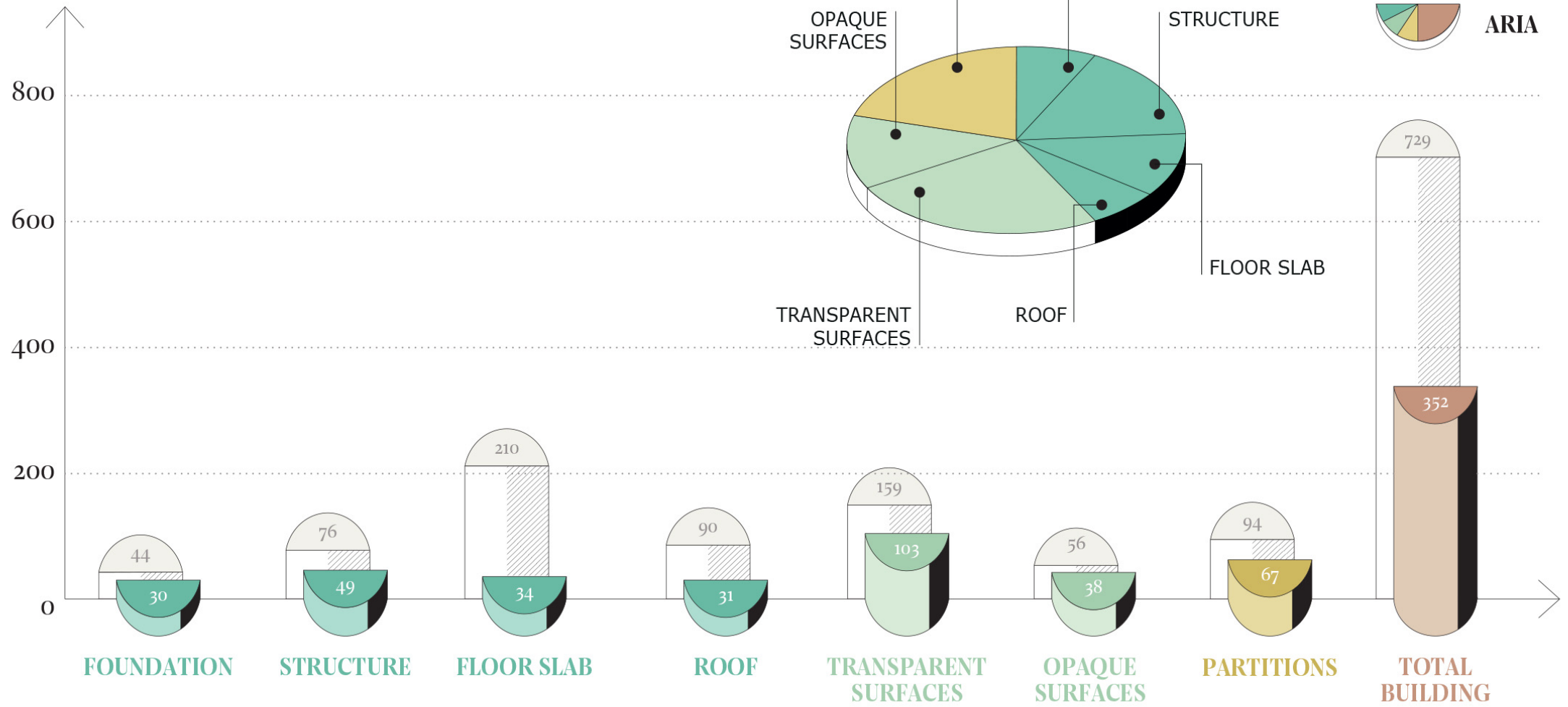
Architettura
architecture







kg CO₂e / m²



Embodied Carbon Diagram







Biodiversity



The Orchard
Wattens, Austria







Vulkan Beehives
Oslo, Norway

Vulkan Beehives
Oslo, Norway





Material experimentation



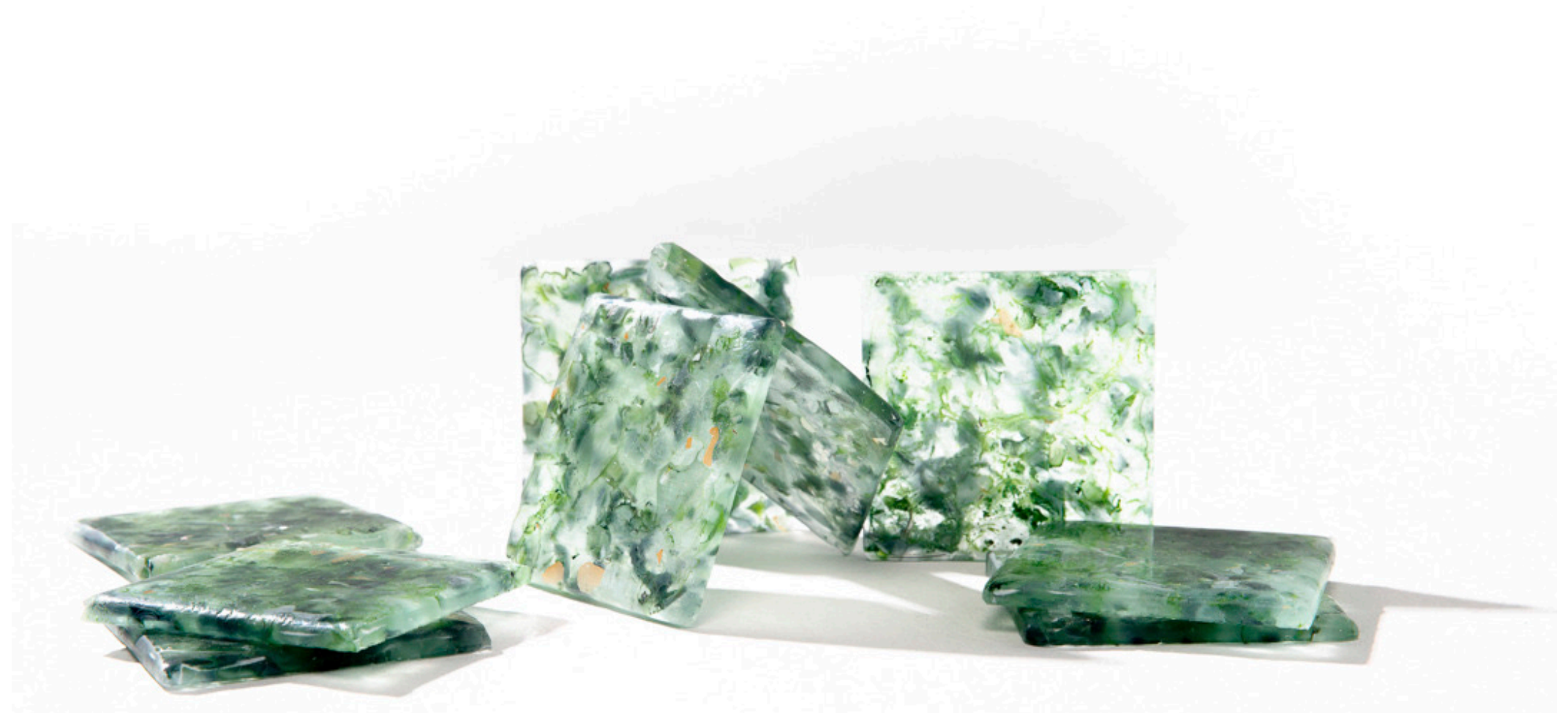


S-1500 Chair
Norway



S-1500 Chair
Norway





Forite Tiles
Norway/Italy









Mycelium
Norway/Stockholm

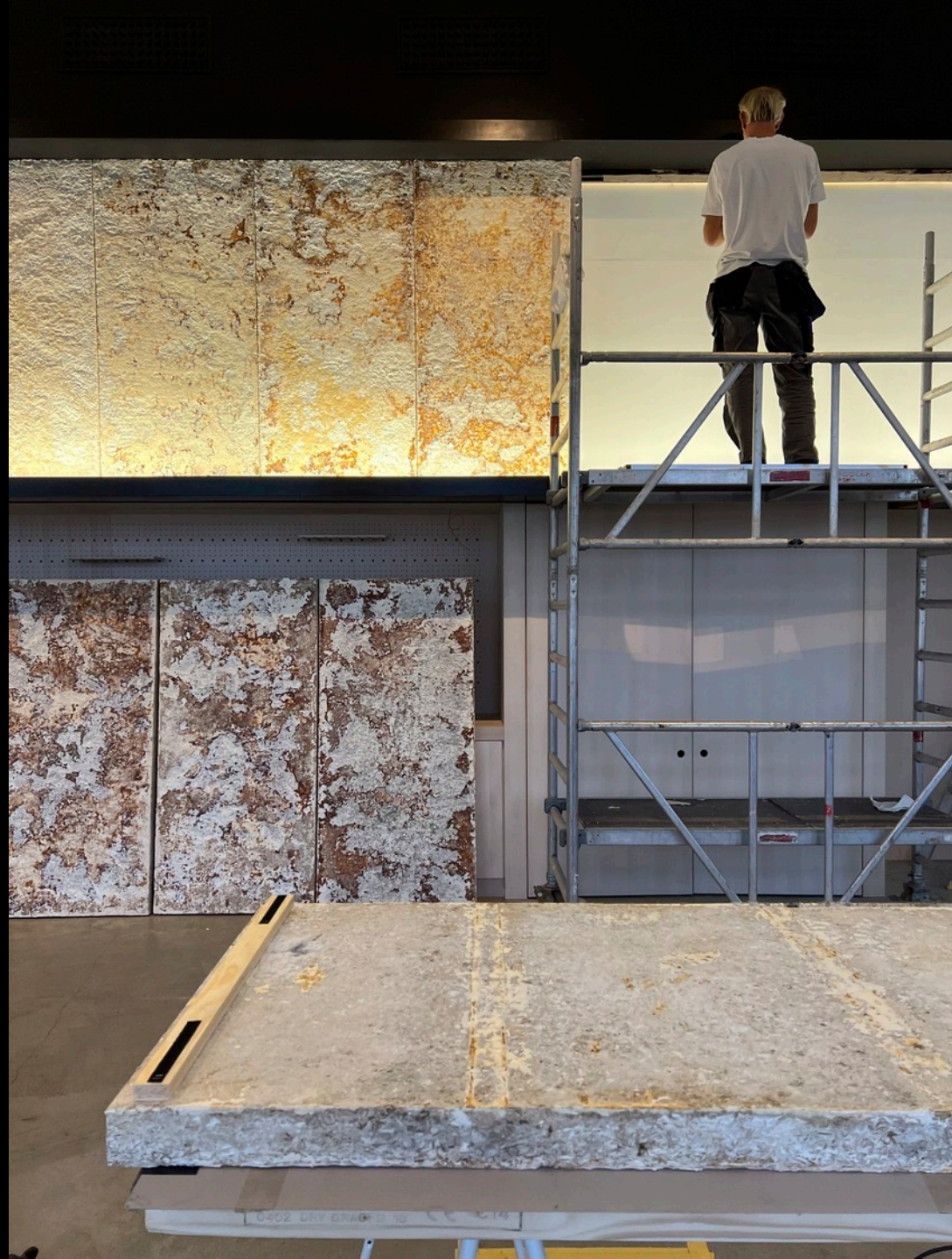














Highlighted completed projects



Le Monde
Paris, France



Groupe

Le Monde

Courrier international

HuffPost

Le Monde

Télérama

La Vie

L'Obs

67-69





King Abdulaziz Centre for World Culture (Ithra)
Dhahran, Saudi Arabia







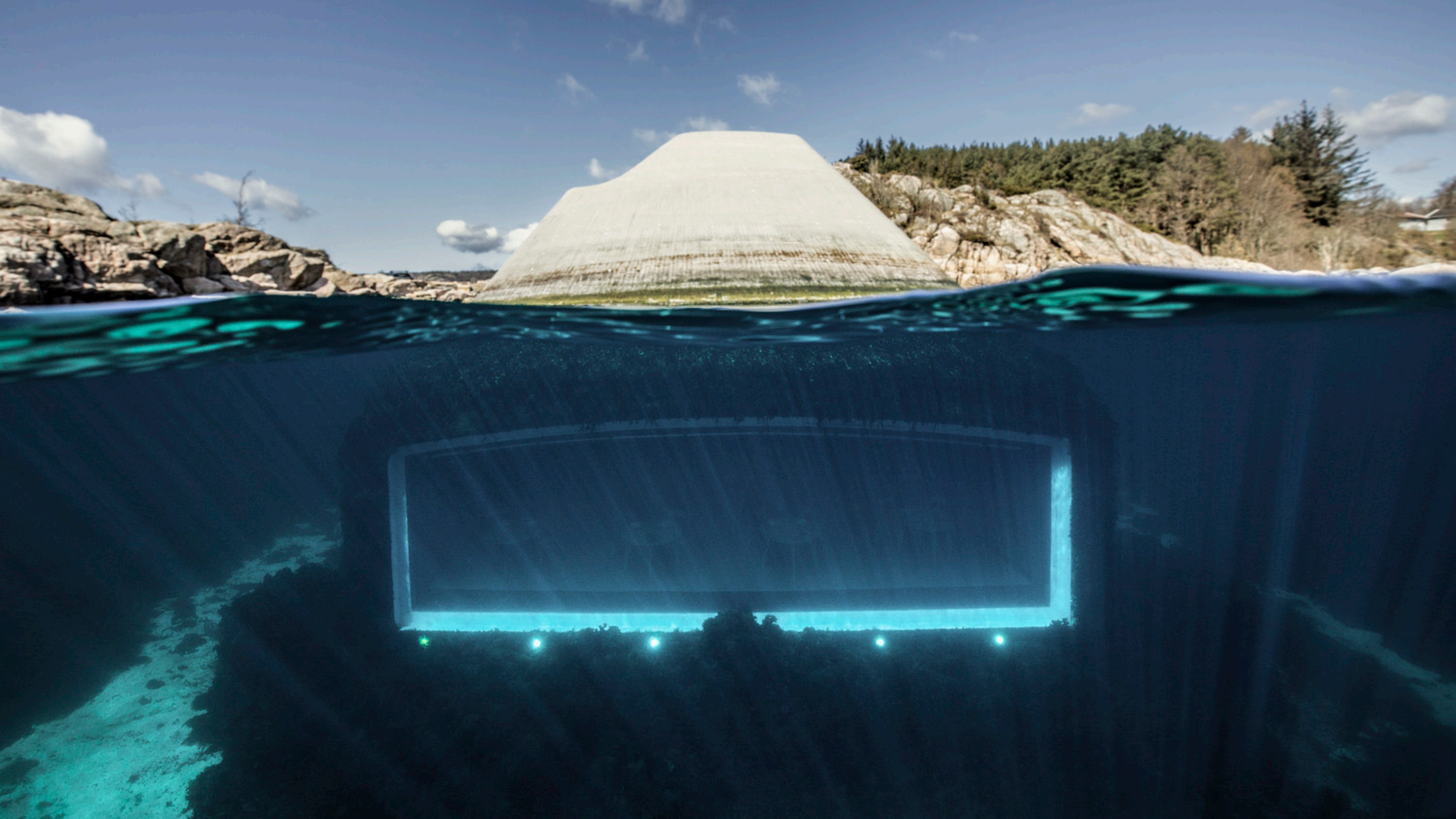




Under Restaurant
Lindesnes, Norway

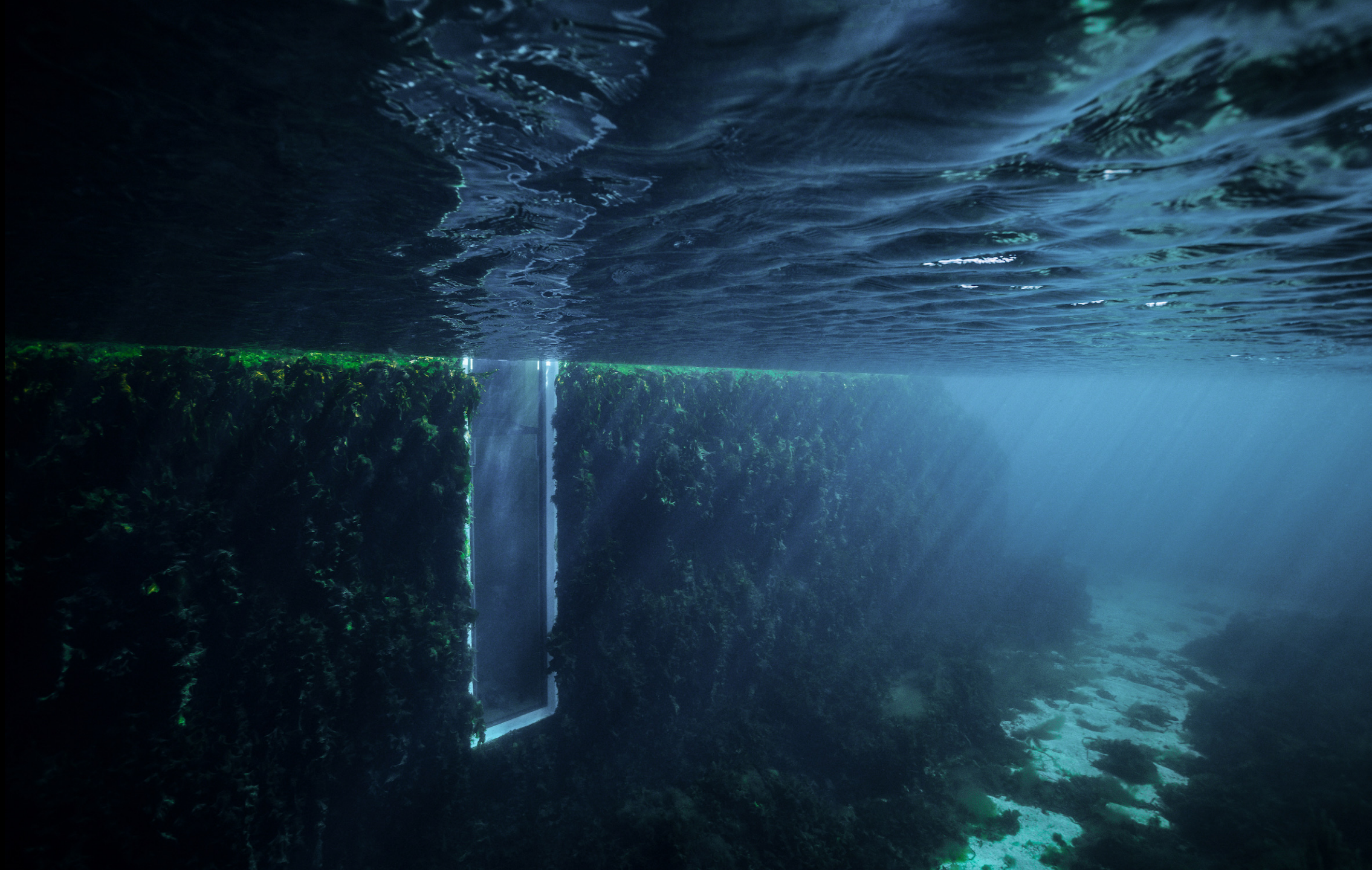












Projects on the drawing table and under construction



Theodore Roosevelt Presidential Library
North Dakota, USA







550 Madison Garden
New York, USA





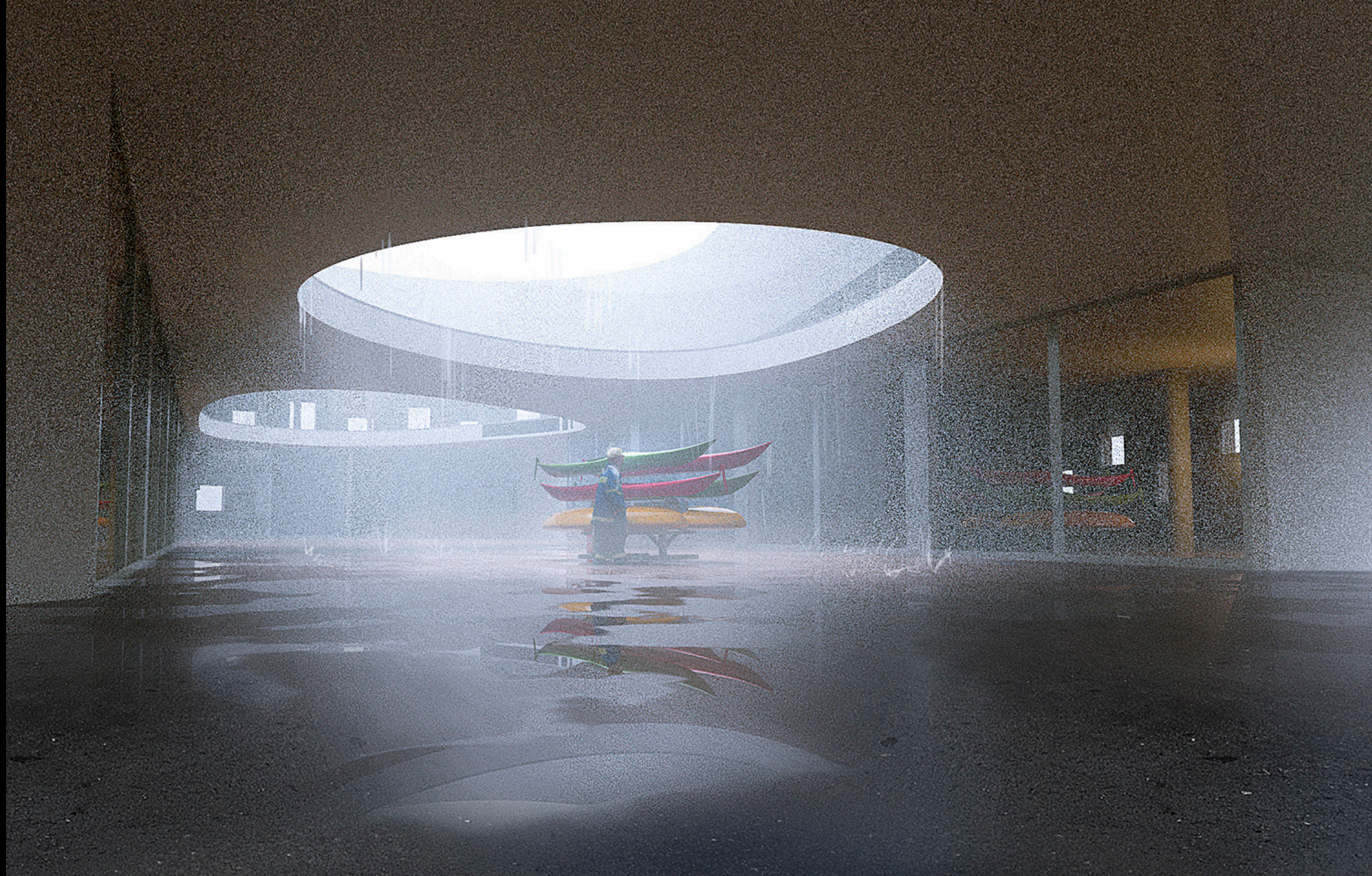
Writer's Library
Queens, USA





Esbjerg Maritime Center
Denmark







The Planetarium and
Observatory of Douaisis
France



Gullhaug Torg
Oslo, Norway



The Sámi National Theater
Sámi High School and Reindeer Husbandry School
Kautokeino, Norway







TEÄTTERSALA
TEÄTERSAL

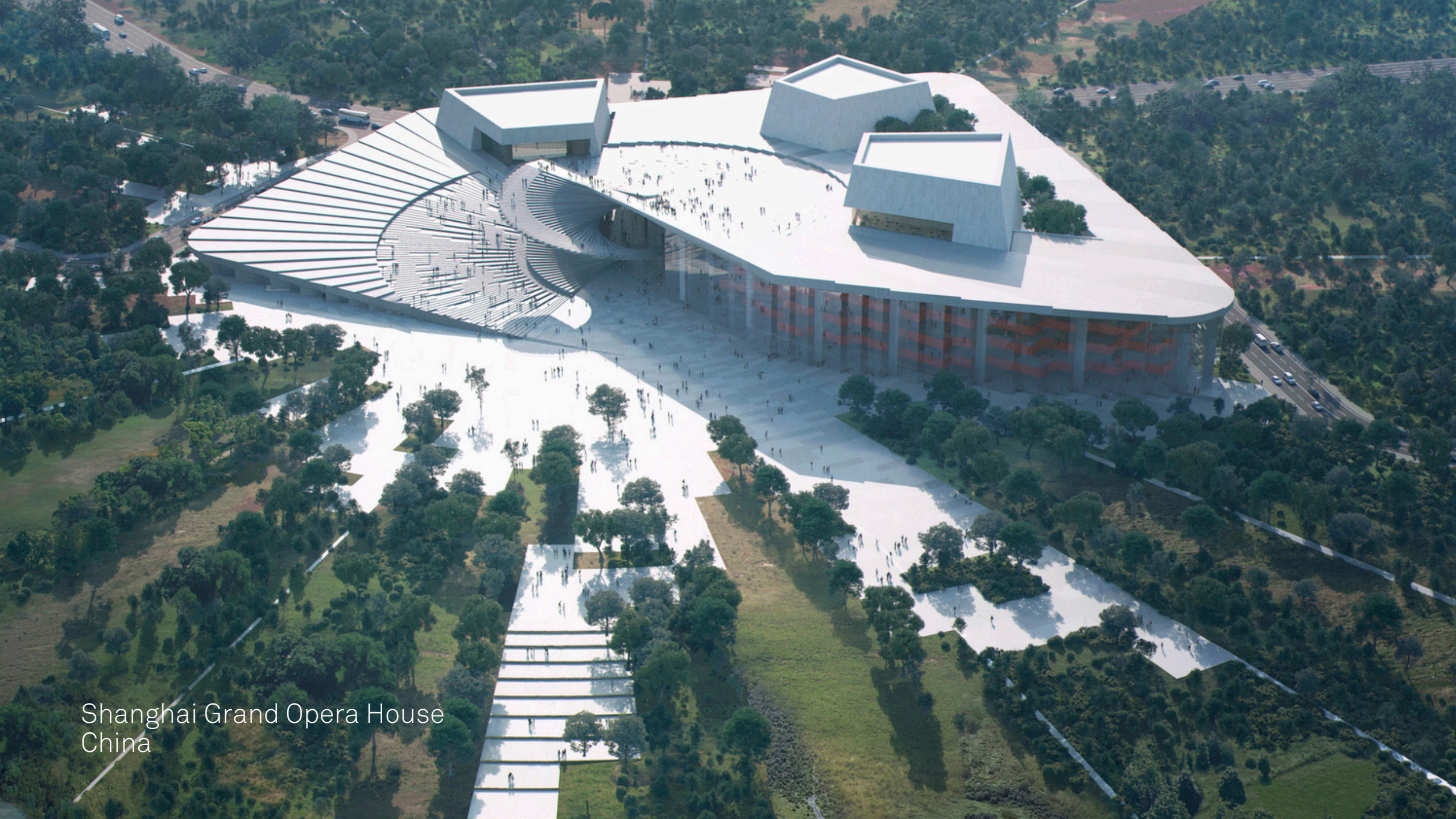
KÄRKÖNÖNÄÄ
GÄRÖRÖE



Beijing Sub-Center Library
China



Beijing Sub-Center Library
China



Shanghai Grand Opera House
China

Continuous state of reinvention

