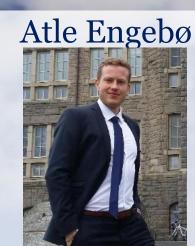


Paper 127 EFFECTS OF PARTNERING ELEMENTS: AN EXPLORATORY CASE STUDY

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Introduction



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- Partnering elements are categorised as:
 - Contractual elements
 - Organisational elements
 - Cultural elements
- Research questions:
- Which elements are used in the partnering project?
 What are the effects of these elements?



Research design



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A case study of one partnering project

12 semi-structured interviews

Document studies

• Structured literature review



Literature review

BERKELEY, CA 6-12 JULY 2020

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- The investigated elements can be recognised from the Lean construction triangle.
 - Commercial, organizational and operating system.
- Effects of the partnering elements can be categorized as:
 - Task needs, team needs and/or individual needs.

Task needs

- Clear targets
- Standards of performance
- · Clear responsibilities
- Achieve targets/standards
- Systematic approach

Team needs

- Supportive climate
- Grow and develop as a unit
- Sense of
- achievement
- · Common identity

Individual needs

- Accepted by leader & team
- Valued by leader & team
- Able to contribute
- Know what is
 expected
- Growth

Figure 1: Integrated team model for leadership needs (Oakland and Marosszeky 2017).

Findings and discussion



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Contractual elements (8 elements)

- Team composition
- Target price (Shared risk/reward)
- Conflict resolution mechanism
- Obligation, risk, uncertainty distribution
- Right to replace people
- Open book
- Project specifications
- Shared decision making



Findings and discussion



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Organisational elements (5 elements)

- IT-tools
- Co-location
- Start-up seminar
- Production control
- Performance measurements



Findings and discussion



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Cultural elements (8 elements)

- Project- and collaboration culture
- Common goals/delivery
- Identity/relation-building
- Communication/information sharing
- Competence sharing
- Conflicts
- Commitments and dependencies
- Support from management (organisational and project)



Conclusion

		Task	Team	Individual
Contractual elements	Team composition	Х	Х	Х
	Target price (Shared risk/reward	Х		
	Conflict resolution mechanism	Х	х	
	Obligation, risk, uncertainty distribution	Х	х	
	Right to replace people		х	
	Open book	Х		
	Project specifications	Х		
	Shared decision making	Х	×	Х
Organisational elements	IT-tools	Х		
	Co-location	Х	х	
	Start-up seminars	Х	х	x
	Production control	Х		
	Performance measurements	Х		
Cultural elements	Project- and collaboration culture		х	x
	Common goals/ delivery	Х	х	
	Relation/ identity-building		Х	x
	Communication and information sharing	Х	х	
	Competence composition	Х		
	Handling conflicts		х	
	Commitments and dependencies		х	х
	Support from management		Х	Х



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Contractual elements mainly affect task needs. Organisational elements mainly affect task needs. Cultural elements mainly affect team and individual needs.



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