

TRUST AND CONTROL IN THE CONTEXT OF INTEGRATED PROJECT DELIVERY

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AGENDA

- Integrated Project Delivery
- Definition of Trust and Control
- Interactions between Trust and Control
- Selected Trust Issues and Control Tasks in IPD
 - Definition of Target Costs
 - Team Selection
 - Remuneration of IPD Partners
- Conclusions
- References



Integrated Project Delivery (IPD)

“At the core of an integrated project are collaborative, integrated and productive teams composed of key project participants. Building upon early contributions of individual expertise, these teams are guided by principles of **trust**, transparent processes, effective collaboration, open information sharing, team success tied to project success, shared risk and reward, value-based decision making, and utilization of full technological capabilities and support.” (AIA 2007, p. 2)



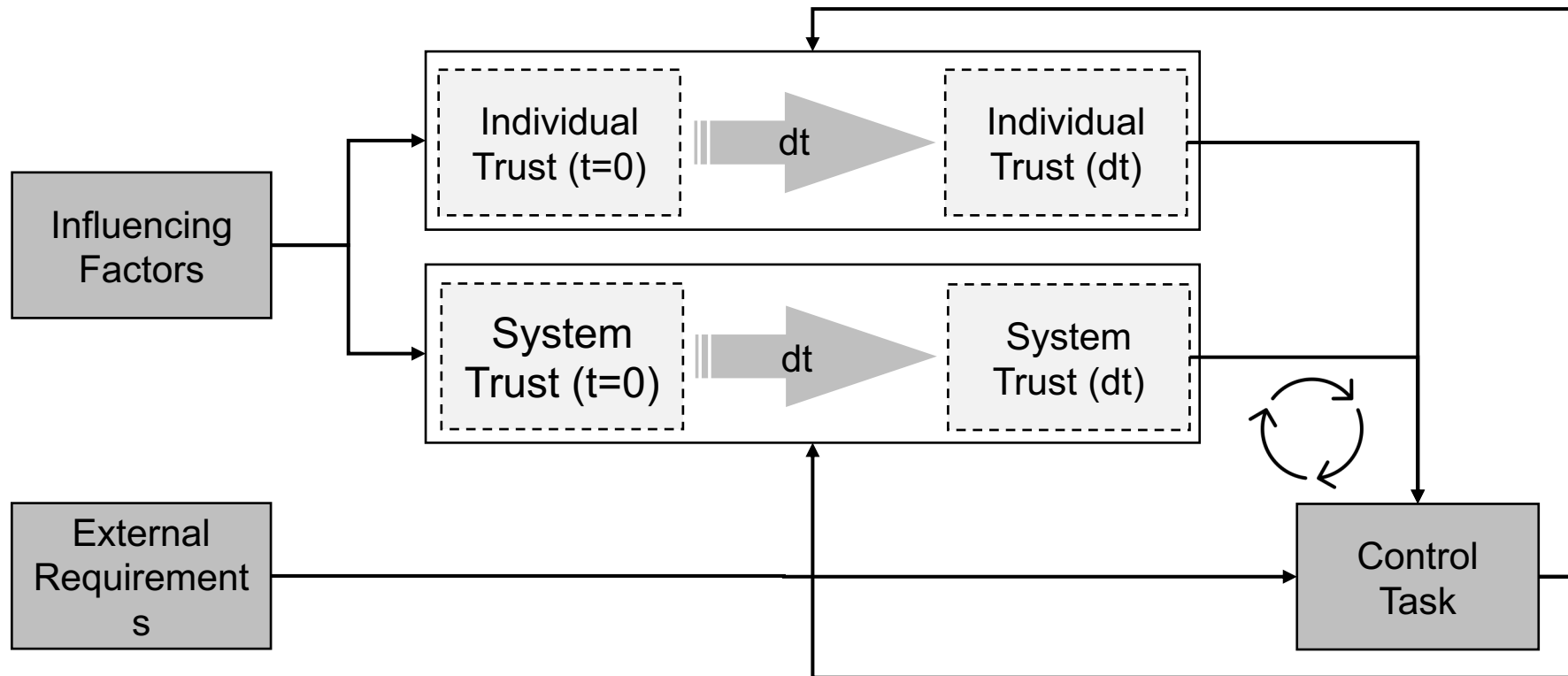
Definition of Trust and Control

"**Trust** is the positive expectation from a person, organization, or system with confidence that they will behave predictably in the common interest and do not pursue their personal interest."

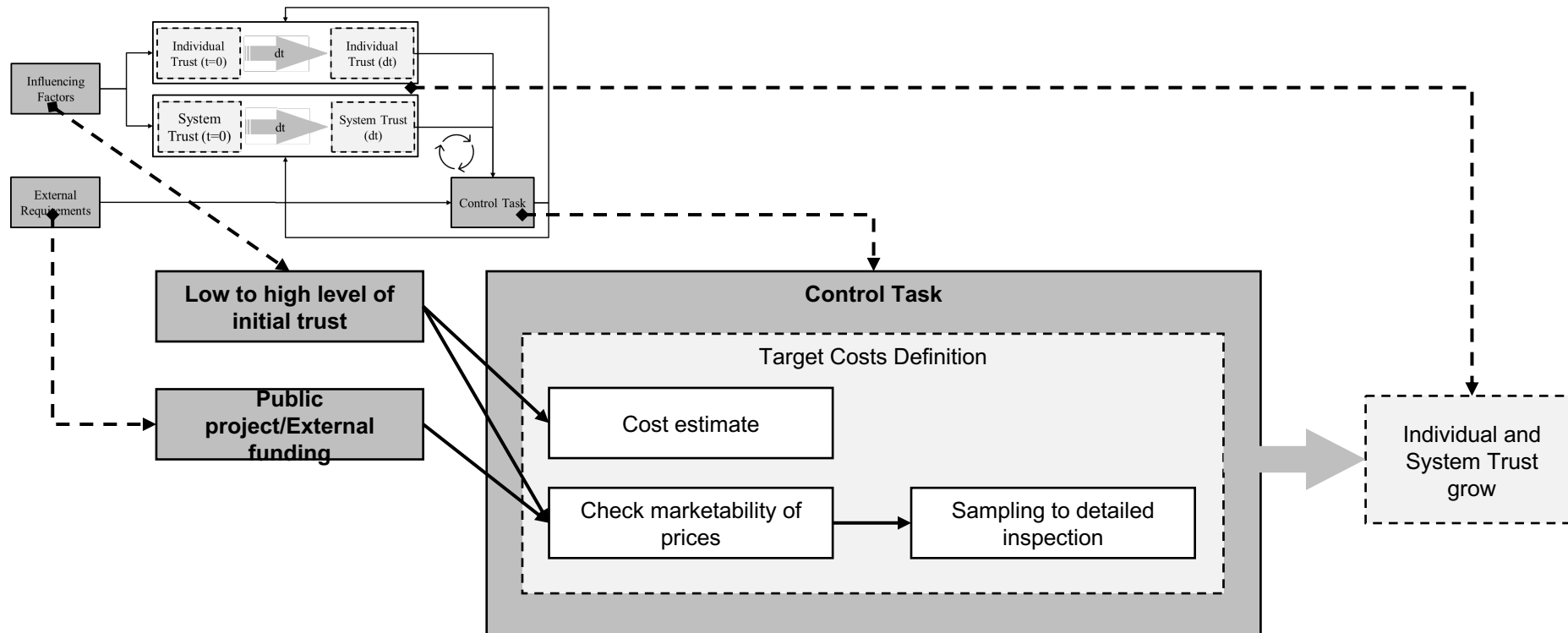
"**Control** is a mechanism for regulating and supporting the pursuit of project goals. Control tasks include, on the one hand, a review of persons or organisations. On the other hand, a control task includes the comparison of planned and realised variables (costs, deadlines, etc.)."



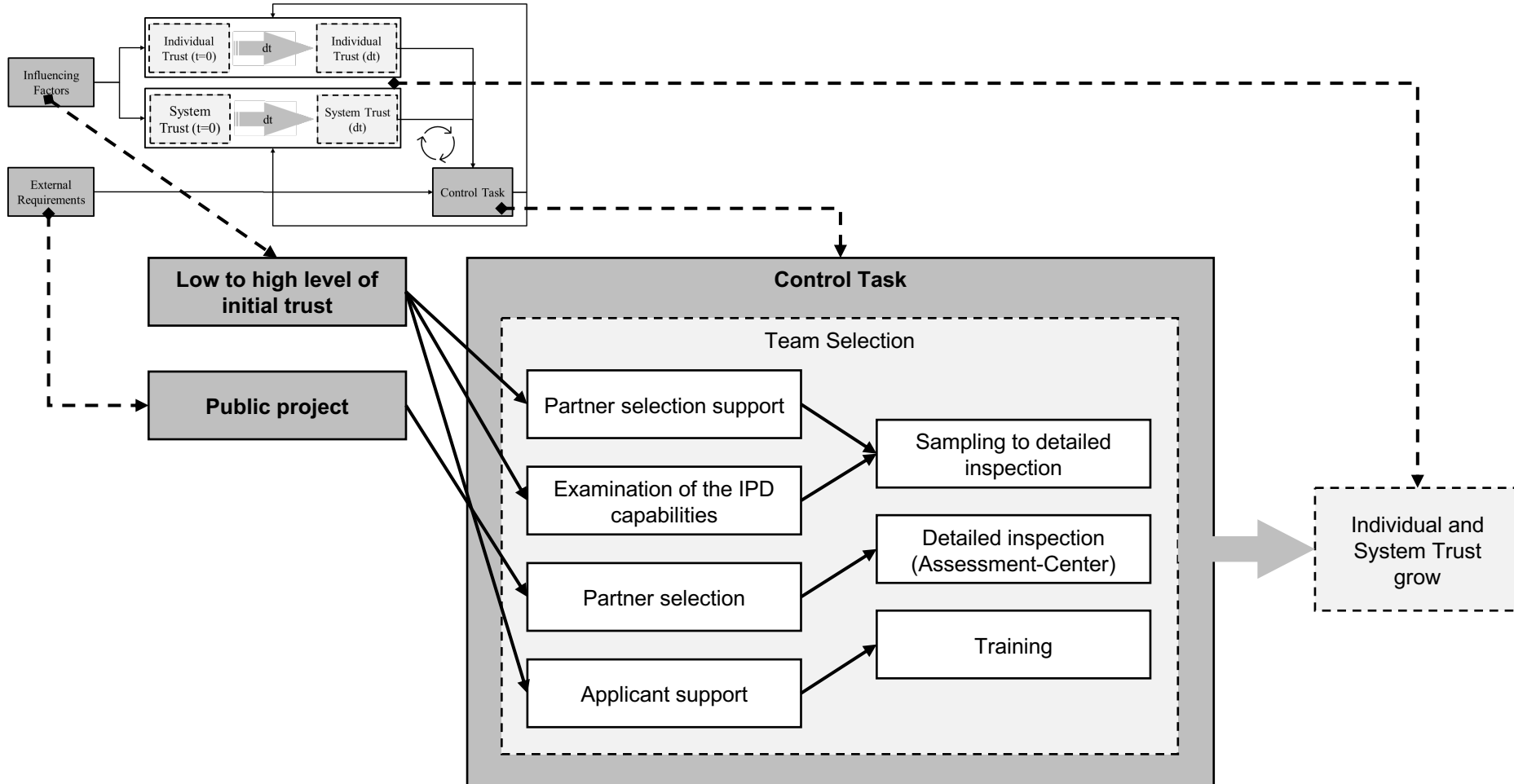
Interactions between Trust and Control



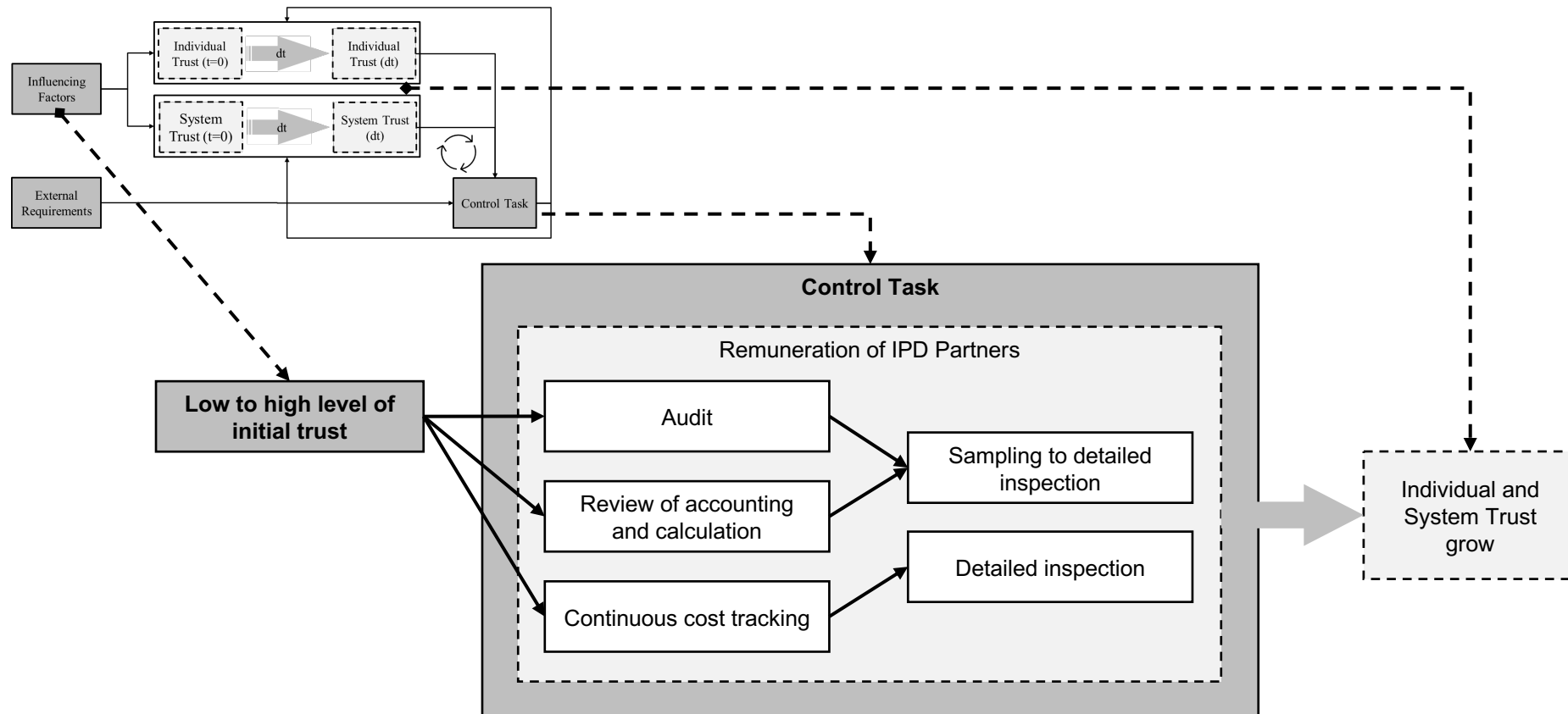
Definition of Target Costs



Team Selection



Remuneration of IPD Partners



Conclusions

- A distinction between trust between the participants and trust in the system must be made.
- So-called control tasks are required for the system to function.
- These control tasks interact with the different types of trust in the project.
- On the basis of so-called trust issues it was shown that the execution of one of these control tasks can also increase the trust level.
- This does not mean that there is a direct correlation between trust and control.
- Project execution is a very complex system in the context of which control tasks can have very divergent effects on trust in the project.
- Beyond this project, the interplay between trust and control must be further investigated in order to increase the understanding of IPD and thus further improve acceptance and project performance.



References

- American Institute of Architects [AIA] (2007): Integrated Project Delivery – A Guide



THANK YOU!

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