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Paper 127

EFFECTS OF PARTNERING ELEMENTS: AN EXPLORATORY CASE STUDY

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Introduction

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

Research design

A case study of one partnering project

- 12 semi-structured interviews
- Document studies
- Structured literature review

Literature review



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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.



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



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Findings and discussion

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



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Findings and discussion

Organisational elements (5 elements)

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





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Findings and discussion

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



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

Contractual elements
mainly affect task needs.

Organisational elements
mainly affect task needs.

Cultural elements
mainly affect team and
individual needs.





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