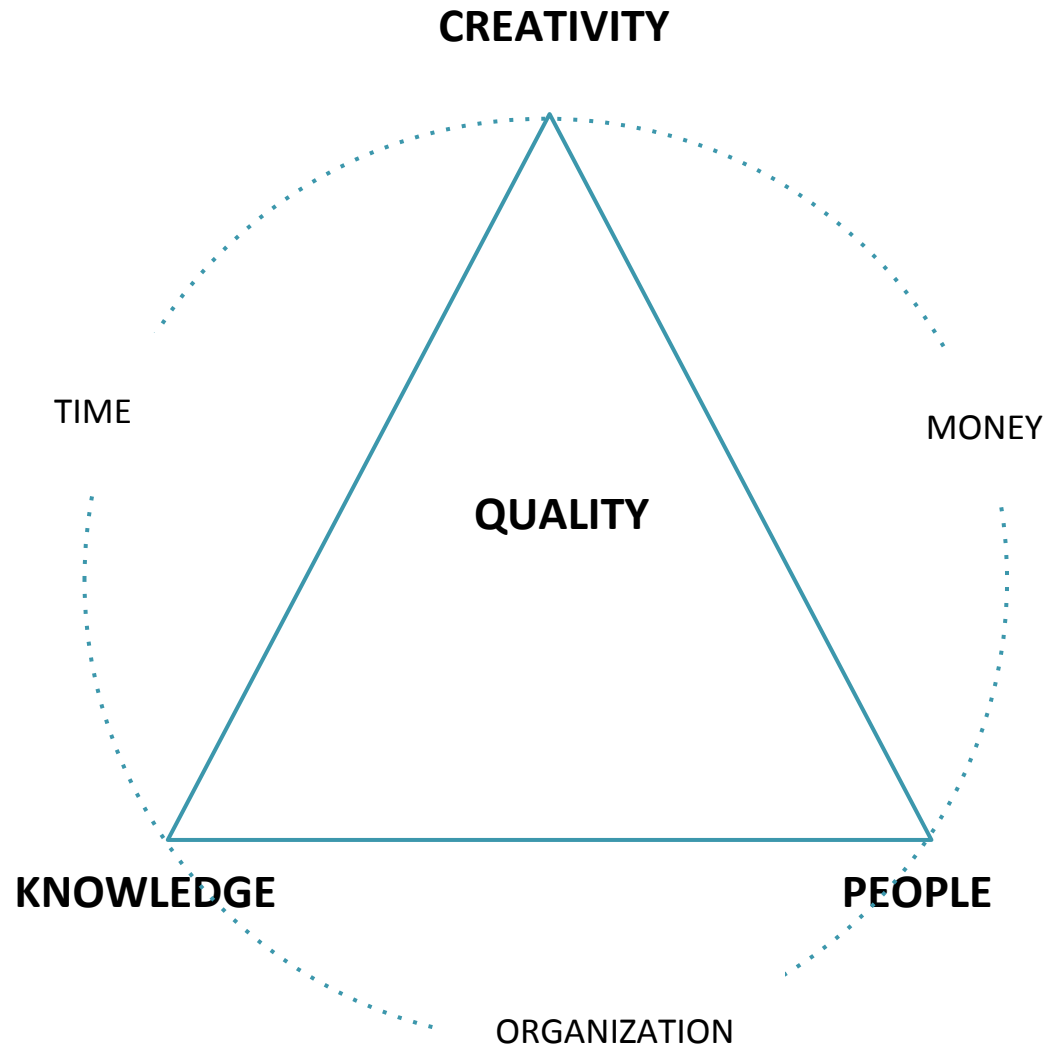


Academie van Bouwkunst Amsterdam
Design and Management
Organize your project!

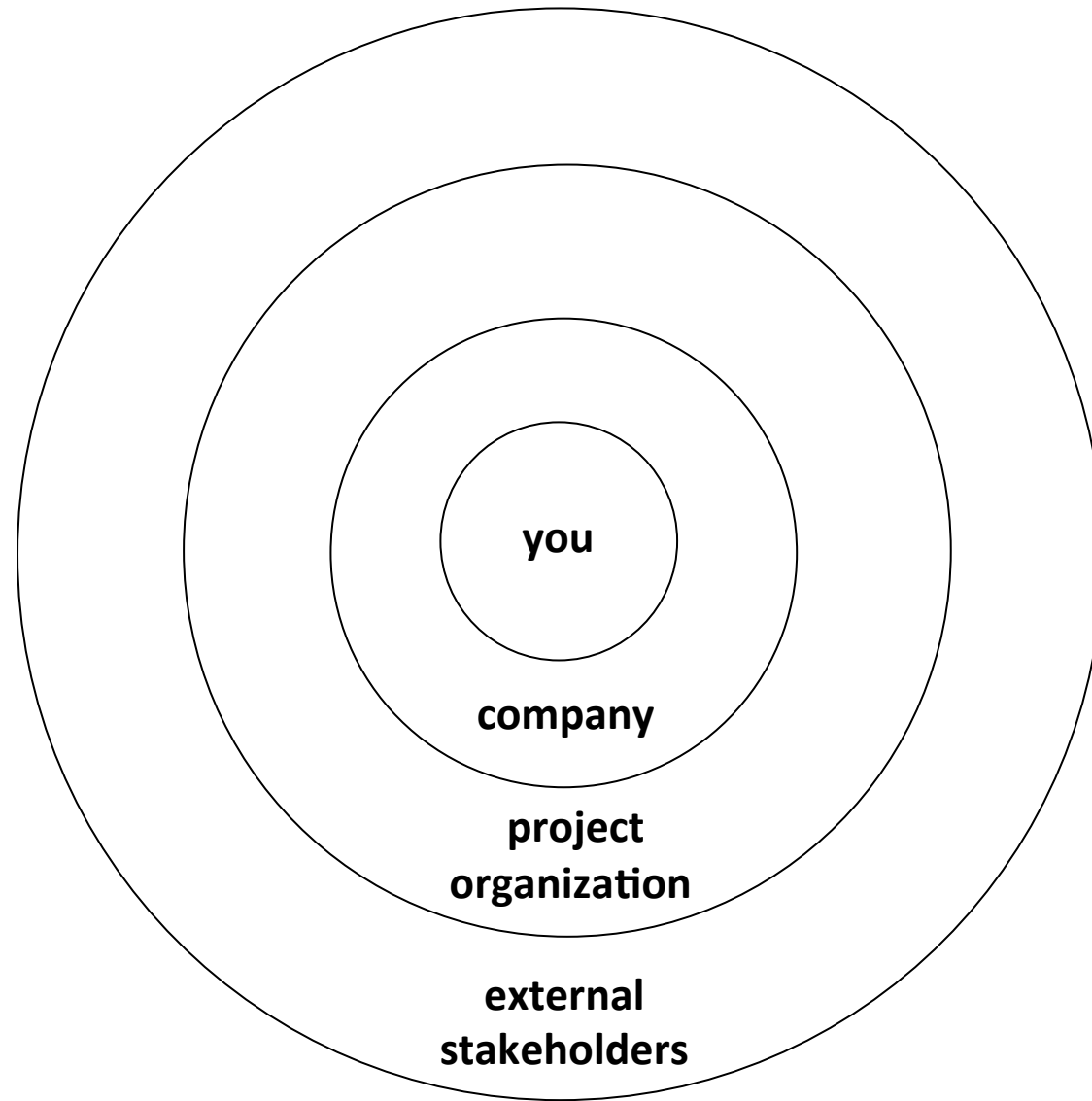


Introduction
Alijd van Doorn
January 16 2019

Design management scope (I)

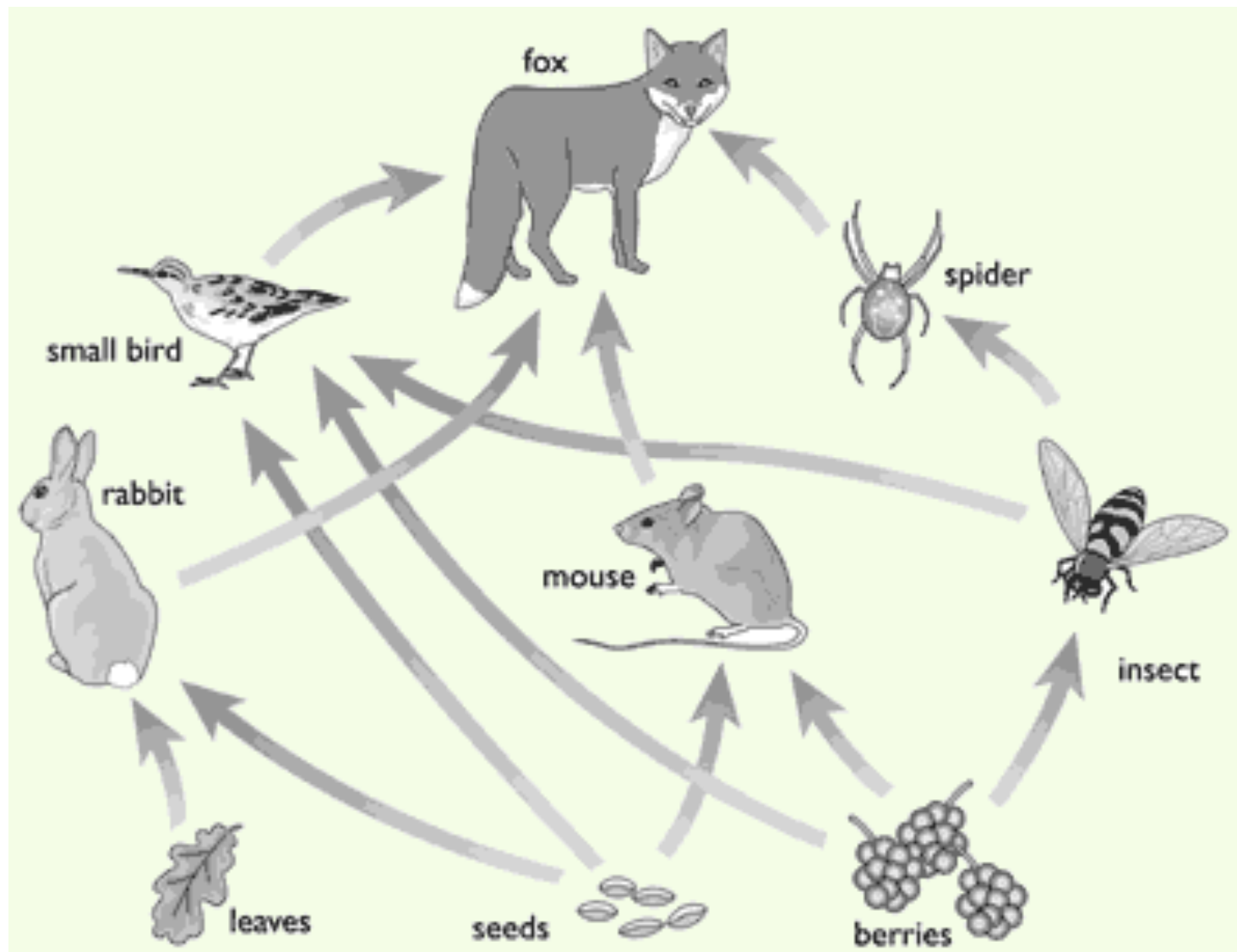


Design management scope





Formal organization

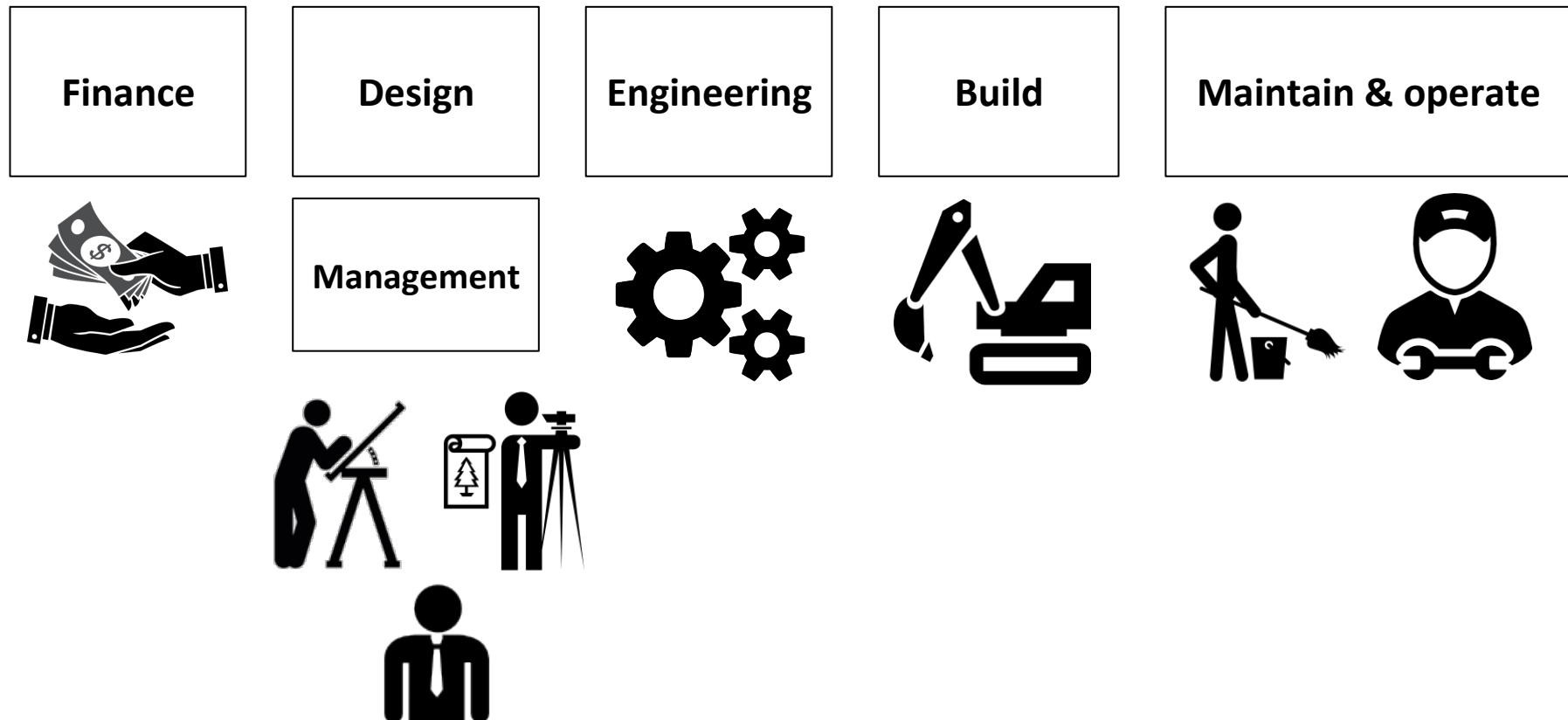


Informal organization



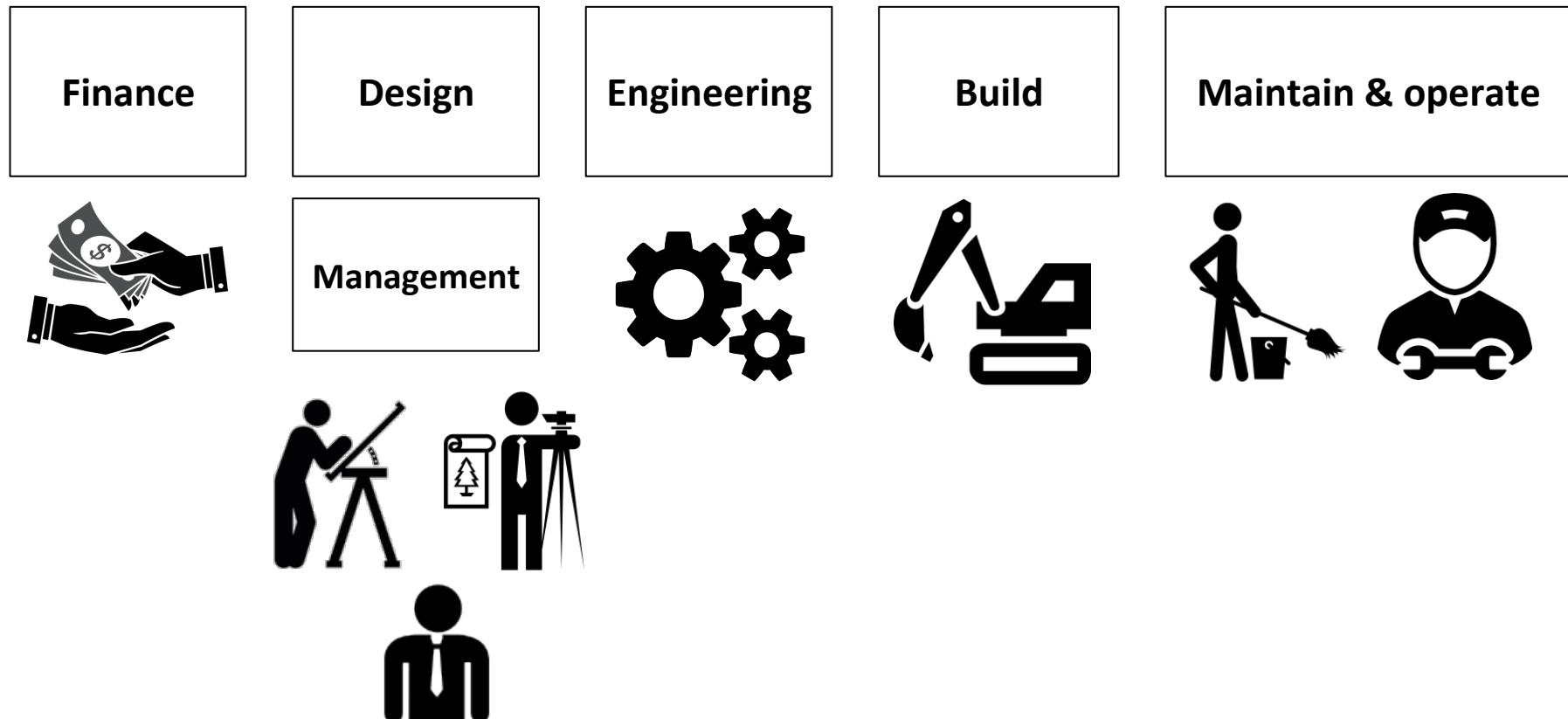
Formal project organization

- Parties that have a contractual relationship
- The following activities are addressed



Traditional project organization

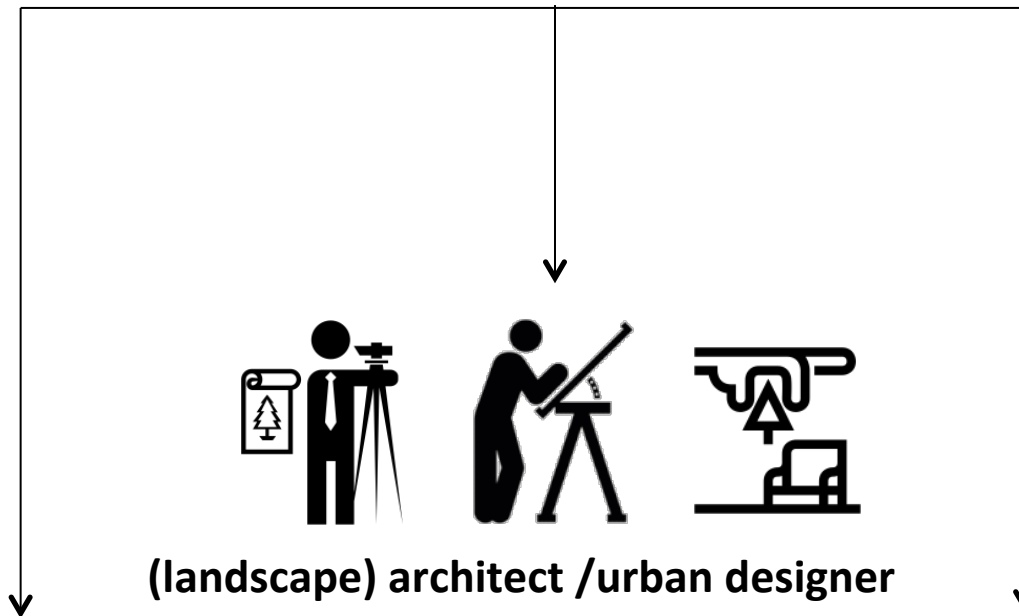
- Every activity is executed by a separate organization
- Separate contracts



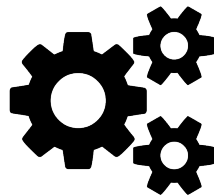
traditional project organization



Client



(landscape) architect / urban designer

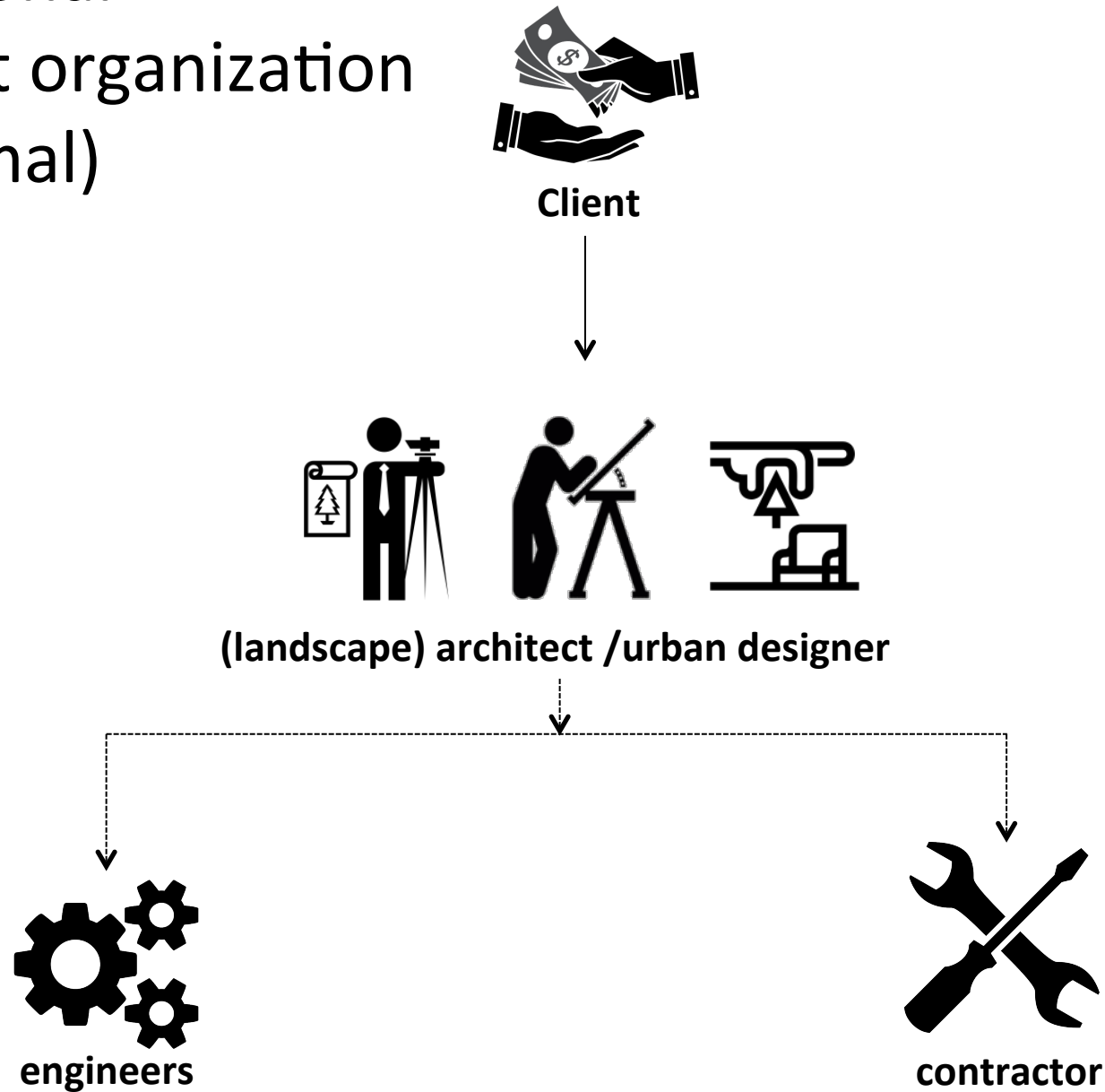


engineers



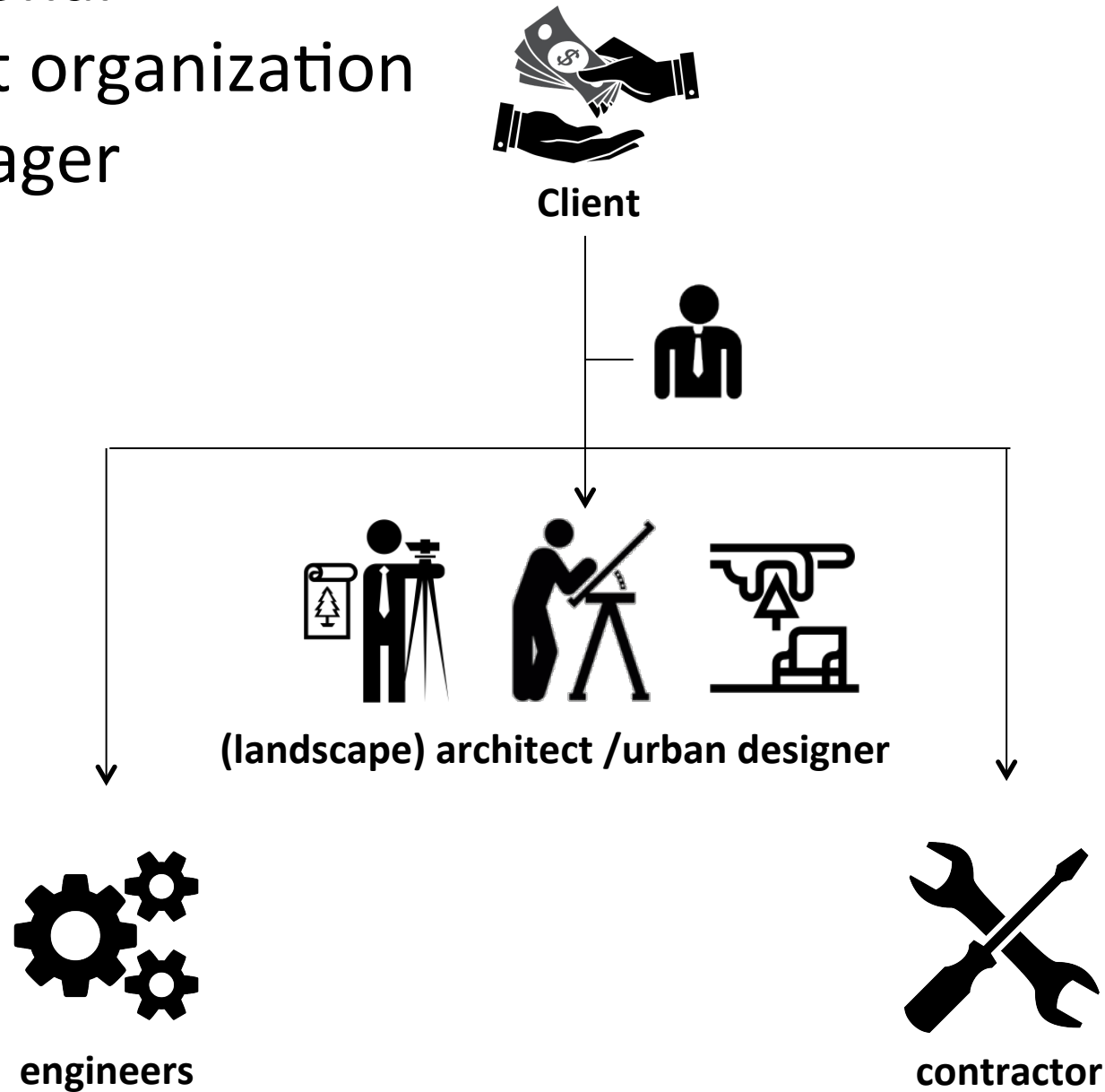
contractor

traditional project organization (Informal)



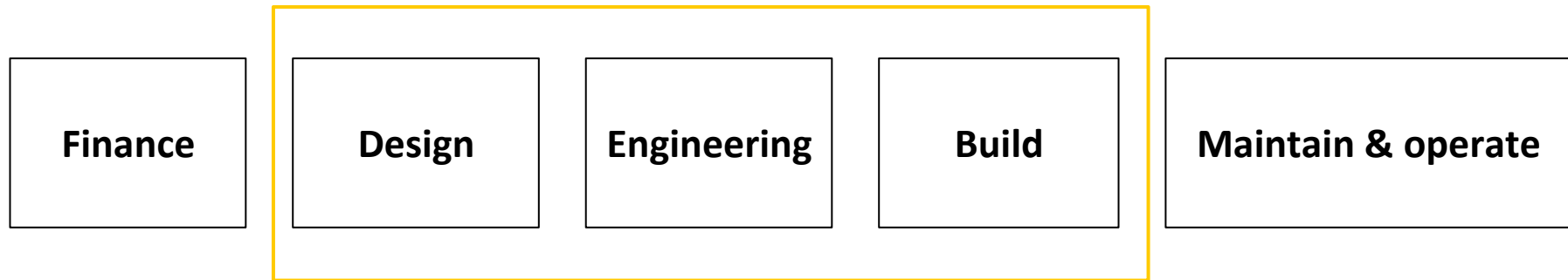


traditional project organization + manager

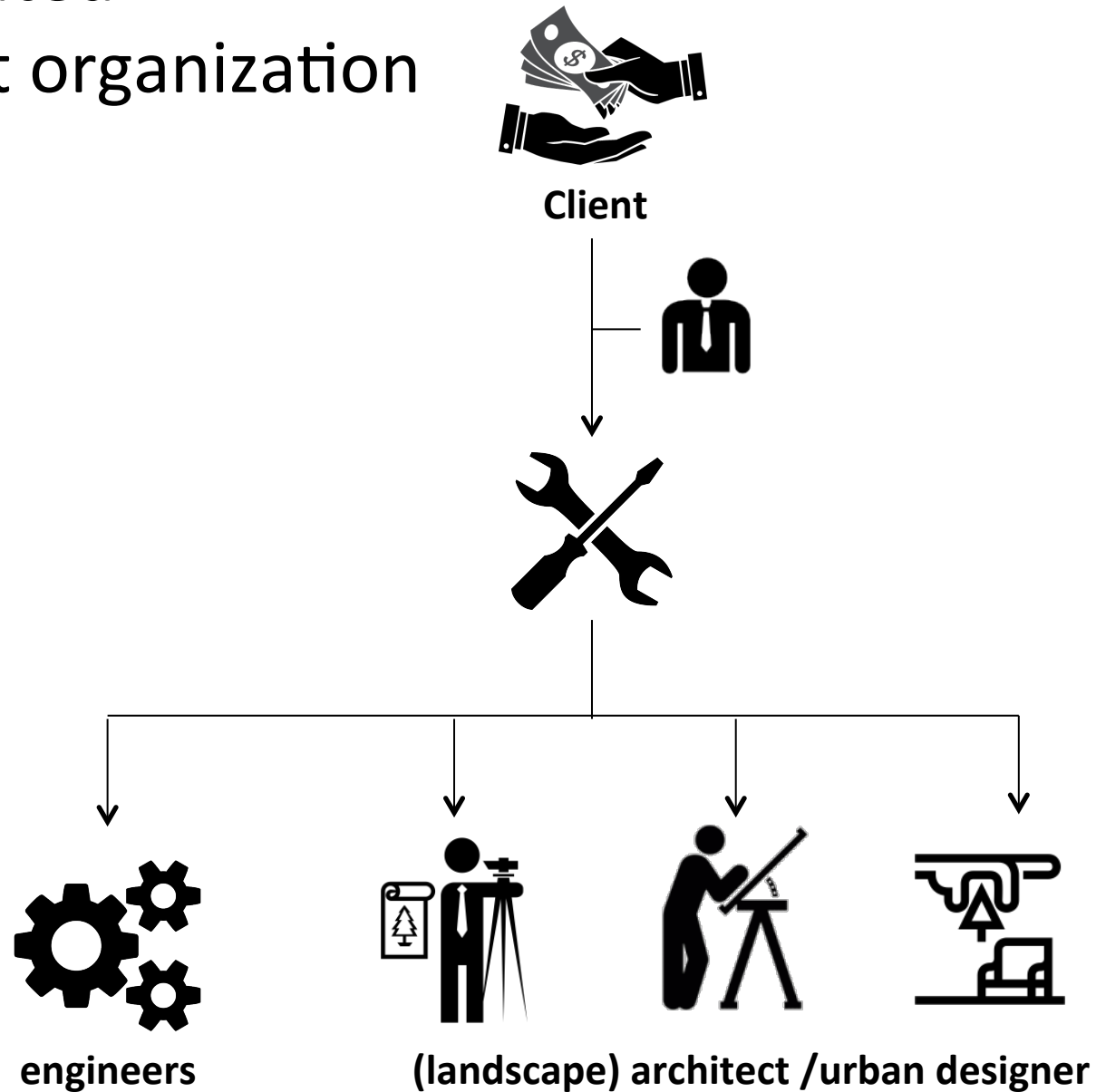


integrated project organization

- Different activities are executed by one organization
- Less contracts



integrated project organization



integrated project organization (II)

Finance

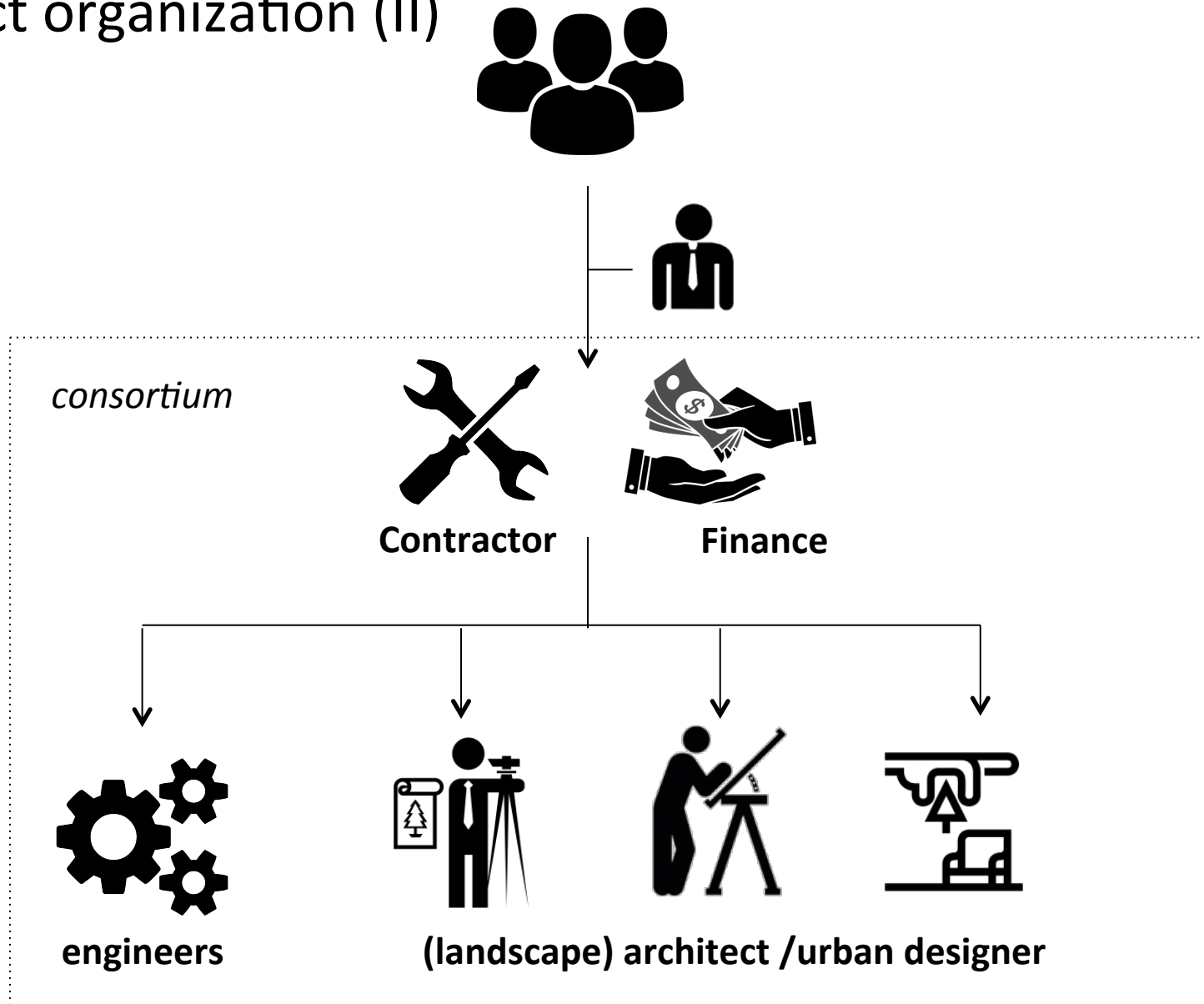
Design

Engineering

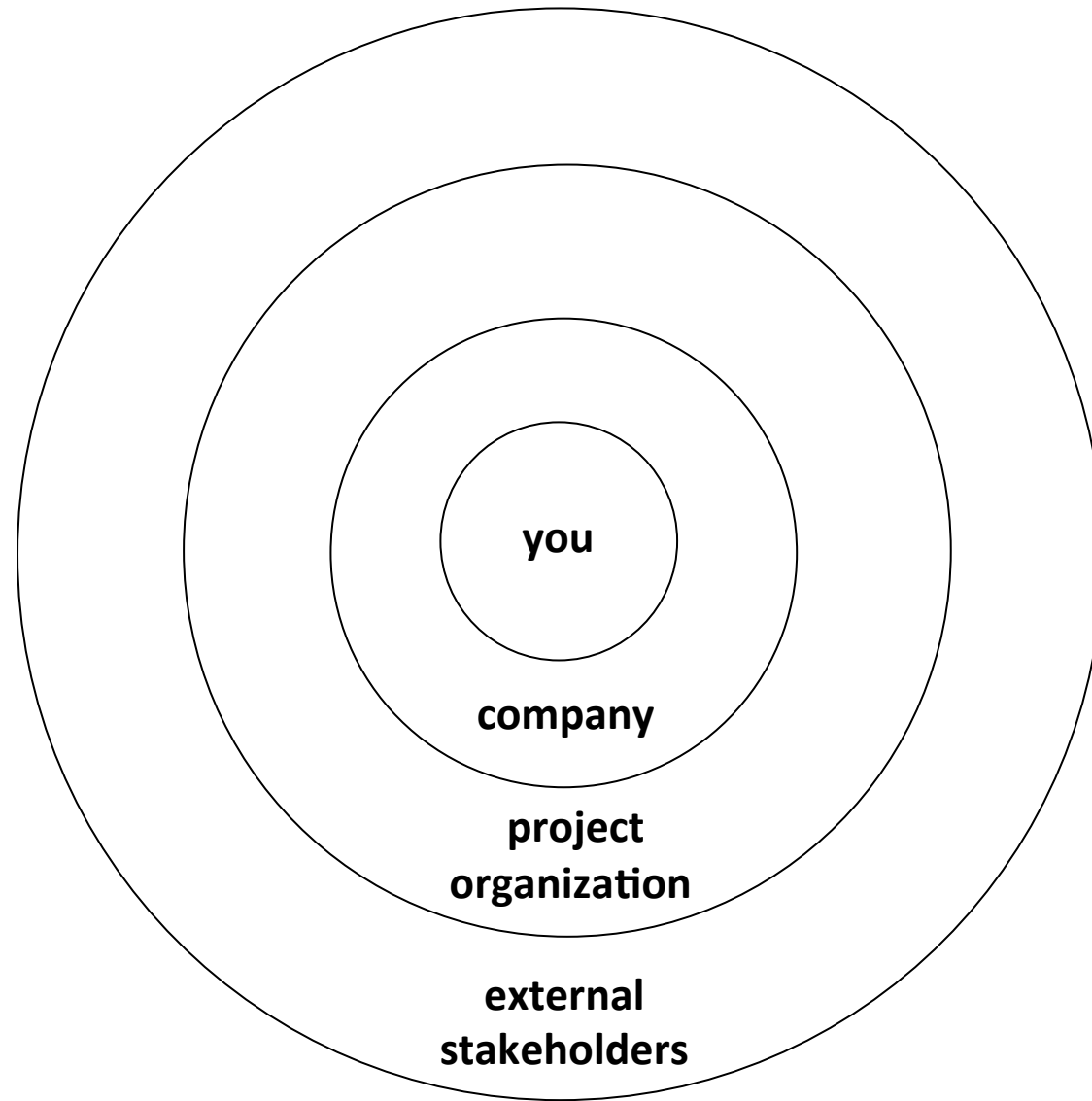
Build

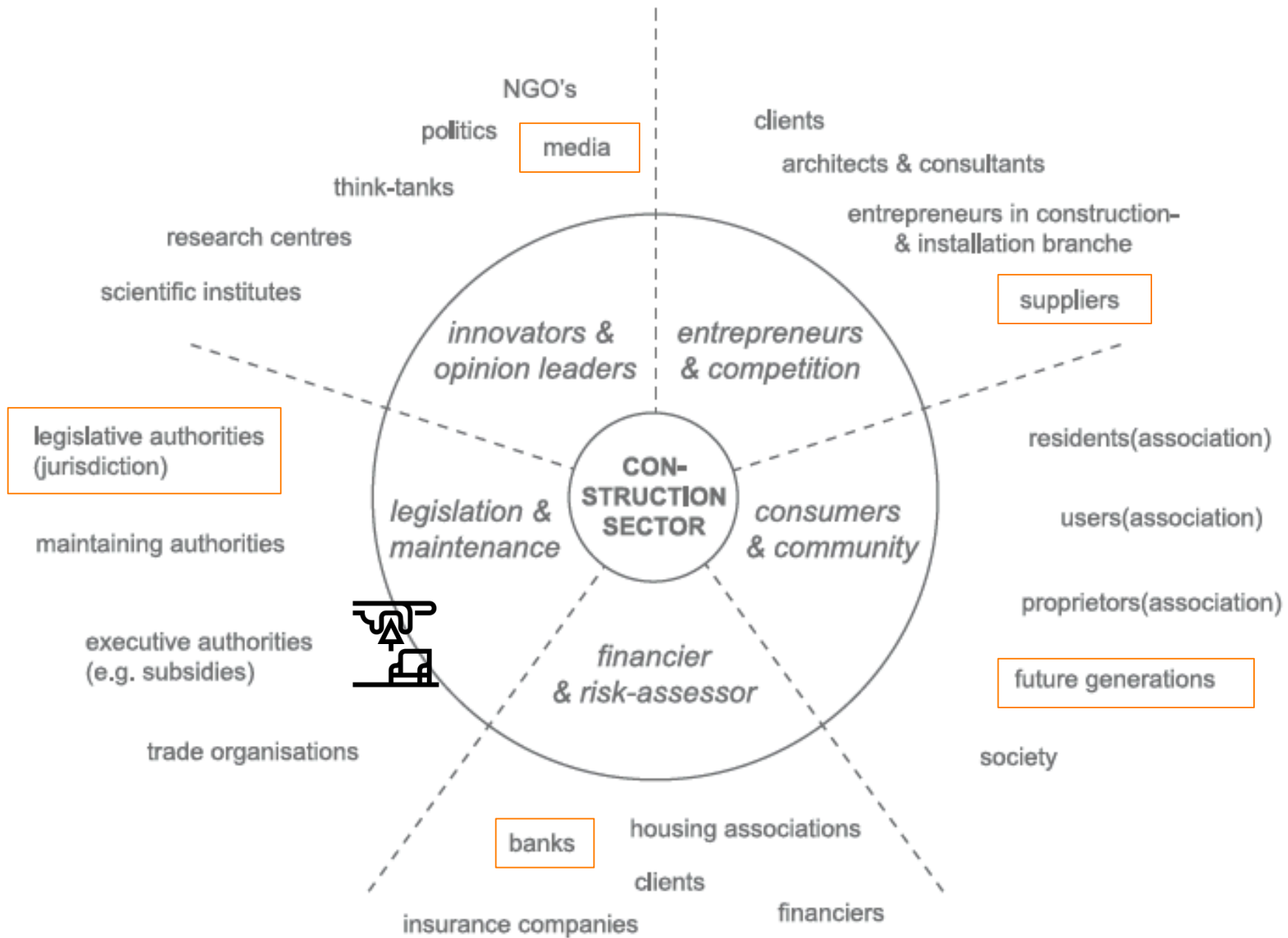
Maintain & operate

integrated project organization (II)



Design management scope





Van Hal (2009)
The Merger of interests

Organization scheme

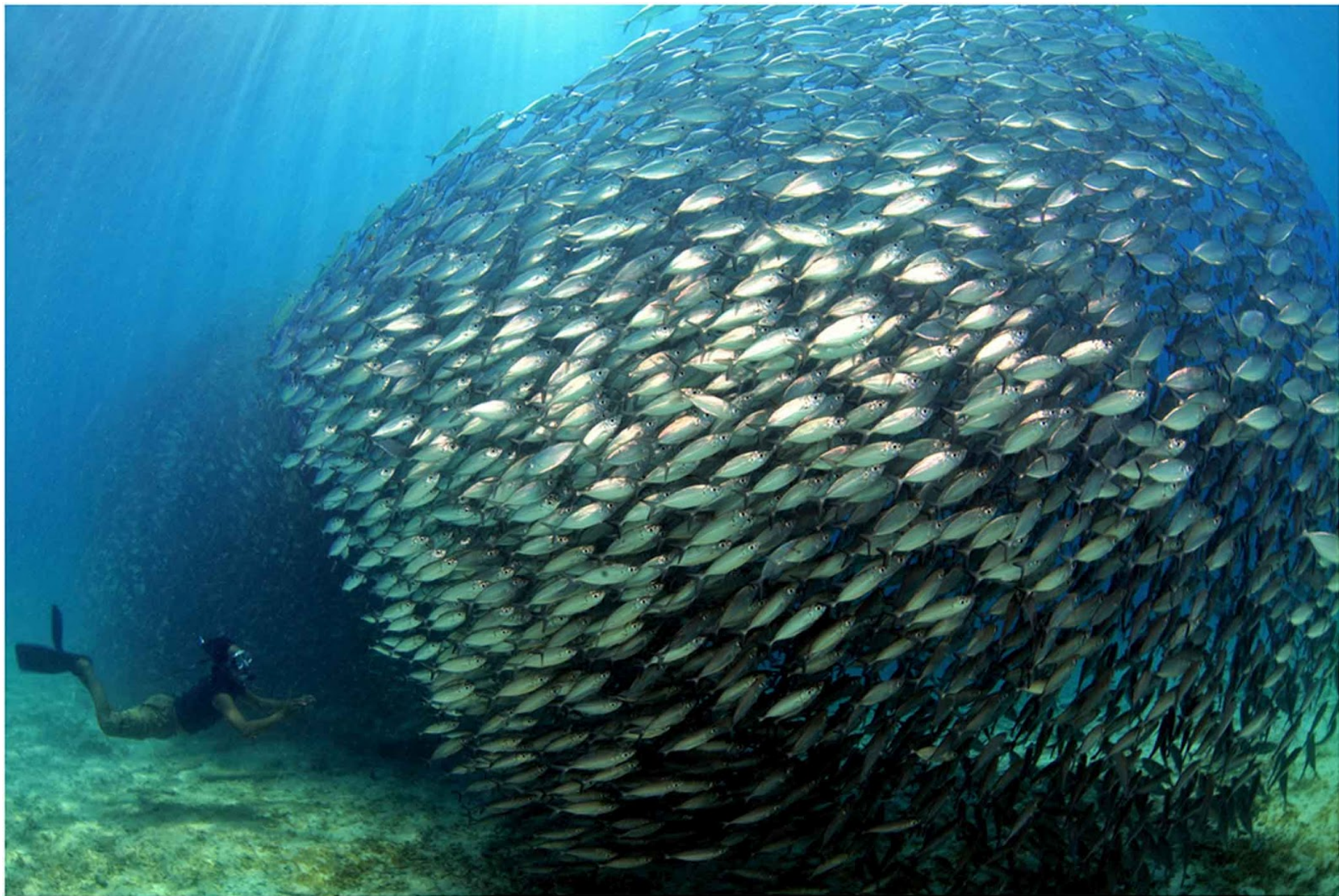
- Make a list of who is involved, directly and indirectly
- How are the team members related to each other?
- Make a separation between contractual (line) and organizational (dotted line) relationships

Informal organization & collaboration

1. Who is in charge?







five important leadership skills in the context of the built environment.

- content knowledge of the built environment and spatial planning/design
- a drive and enthusiasm for improving the built environment
- process competency
- well-timed decision-making
- the ability to reconcile conflicting positions

Karin Laglas (2011)

“Managing creativity is one of the most difficult things. It implies a willingness to bend the rules, make mistakes, accept unfinished ideas and to live with ambiguity and chaos.”

Manfred Kets de Vries (1996)

Informal organization / collaboration

2. Teamwork

Lencioni's 'Five dysfunctions of a team'



Trust lies at the heart of a functioning, cohesive team and can only happen when team members are willing to be completely vulnerable with one another. This includes saying things like “I’m sorry” or “Your idea was better than mine.”



Conflict is naturally uncomfortable, but productive conflict focused on concepts and ideas is essential for any great team to grow. When teams have a foundation of vulnerability-based trust, conflict simply becomes an attempt to find the best possible solution in the shortest period of time.

Common Conflict Behaviours		
	Constructive	Destructive
Active	<ul style="list-style-type: none">• Perspective taking• Creating solutions• Expressing emotions• Reaching out	<ul style="list-style-type: none">• Winning at all costs• Displaying anger• Demeaning others• Retaliating
Passive	<ul style="list-style-type: none">• Reflective thinking• Delay responding• Adapting	<ul style="list-style-type: none">• Avoiding• Yielding• Hiding emotions• Self-criticising

Commitment is clarity around decisions, not consensus. With commitment, teams move forward with complete buy-in from every team member – including those who may initially disagree.



Accountability

It's easy to avoid difficult conversations, but calling out peers on performance or behaviors that might hurt the team is essential to productivity.

10 qualities of accountable people

- | | |
|------------------------------------|-----------------------------------|
| 01 Answer emails and requests | 06 Always be ethical |
| 02 Do what you promise | 07 Be honest and transparent |
| 03 Take responsibility for actions | 08 Demonstrate outcomes |
| 04 Proactively solve problems | 09 Review and evaluate to improve |
| 05 Don't blame or make excuses | 10 Show humility and apologise |

FOCUSING ON COLLECTIVE RESULTS

One of the greatest challenges to team success is the inattention to results. Great teams ensure all members, regardless of their individual responsibilities and areas of expertise, are doing their best to help accomplish team goals.



What can you do to create trust within a team?



Critical Consideration	Practical Advice
Cooperation	<ul style="list-style-type: none"> • Build collective efficacy through promoting “early wins.” • Build trust through the discussion of past experiences relevant to team goals.
Conflict	<ul style="list-style-type: none"> • Be proactive—set expectations for how to handle conflict. • Be reactive—confront conflict when it occurs instead of ignoring it.
Coordination	<ul style="list-style-type: none"> • Self-correct via huddles and debriefs. • Ensure team member roles are clear but not overly rigid.
Communication	<ul style="list-style-type: none"> • Share unique information among team members. • Utilize closed-loop communication patterns.
Coaching	<ul style="list-style-type: none"> • Use coaches to diagnose and address teamwork problems. • Distribute leadership responsibilities among multiple members of the team.
Cognition	<ul style="list-style-type: none"> • Foster understanding of roles and how these roles fit together through cross-training. • Establish a clear shared understanding of team functioning through self-correction.
Composition*	<ul style="list-style-type: none"> • Select for a strong team orientation. • Compose teams based upon both the teamwork and taskwork demands.
Context*	<ul style="list-style-type: none"> • One size does not fit all—anticipate and plan for contextual teamwork challenges. • Set organizational policies, practices, and procedures that promote and support teamwork.
Culture*	<ul style="list-style-type: none"> • Create a hybrid culture that leverages pro-team values and creates a safe environment for voicing ideas and concerns. • Create a team culture that embraces similarities and respects differences.

Spider scheme

- Interview the involved team member with the question list of Lencioni
- Analyse the results

