

## Short report of the MISBE workshop on Selecting partners & Organizing collaboration

Organised by Anna Kadefors and Leentje Volker on Tuesday 21 May 2011 in the Beurs van Berlage, Amsterdam - the Netherlands

The workshop 'Selecting partners & Organizing collaboration' took place at Tuesday the 21th of May in the Keurzaal of the Beurs van Berlage in Amsterdam. This workshop was part of the Management and Innovation for a Sustainable Built Environment (MISBE 2011) Conference in Amsterdam. In total we received ten papers from six countries on this topic. About 25 people from 12 different countries attended the workshop.

The papers were clustered into three groups – 1) Institutional perspectives, 2) Tools and models, and 3) Micro-level experiences, each comprising 3-4 papers. After a short introduction of the organisers Anna Kadefors and Leentje Volker each group presented their papers. Each round of presentations was followed by a short group discussion in which the authors and participants reflected on the papers and the theme in general. The last 45 minutes were spend to reflect upon the general trends and discuss new research directions on the theme of partner selection and organizing collaboration.

In the first round on institutional perspectives Stefan Gottlieb, Hedley Smyth and Mieke Hoezen presented their work. In this session the issues of the role of the client in 'pushing innovation', the definition of complexity, the diversity of actors and organisations, transferring knowledge between systems and organizational learning came across. We also discussed the tension between cherry picking and full transparency, formal and informal processes and possible international differences in institutional frames and construction contexts. In the end, what will be more important, truth or dare?

In the second round Konrad Spang, Karl Robertsen and Monika Chao-Duivis presented their work on tools and models for selecting partners and organizing collaboration. In this session we talked about measuring and transferring benefits, quality assurance during the execution phase, the inclusion of past performance, and the use of workshops and interaction as a 'holy grail' for collaboration. We also discussed the possible legal barriers for collaboration, the role of insurance companies and the explicit and implicit use of the legal framework.



After the coffee & tea break Louis Lousberg, Matthijs Kuhlmann, Sander Lenferink, and Anna Kadefors presented their papers on micro-level experiences. What came across during this session we talked about the context dependency of research, the dynamics of the concepts, the different perspectives on project performance, the influence of procurement on projects and capturing informalities. We noticed the importance of the pre-procurement phase and the everlasting focus on money, and the trend that performance based seems to turn into solution based.

At the moment we are planning a special issue of the Engineering Project Organization Journal (EPOJ, published by Taylor & Francis) about 'Establishing collaboration in public engineering projects' to proceed on this emerging and important topic. The focus of this special issue will lie on contemporary practice in organizing and contracting inter-organizational collaboration in the construction industry, both at an institutional and managerial level of projects in the public domain. We welcome all empirical papers from a diverse range of topics including organizational and managerial leadership in (public) projects, innovative collaborative arrangements and procurement structures, collaborative learning, enhancing policy and (legal) institutional arrangement, and knowledge management systems in complex engineering projects. Deadline for submission of the first version of the papers is 1 October 2011. More information about the journal and can be found at: <http://www.tandf.co.uk/journals/journal.asp?issn=2157-3727>.

We would like to thank all presenters, reviewers and workshop participants for their presence and valuable input in the discussion. We hoped you enjoyed it as much as we did! If you have any questions, please do not hesitate to contact us. Information about the conference can be found at the website [www.misbe2011.nl](http://www.misbe2011.nl). The MISBE proceedings, including the papers as presented during our workshop, are available at <http://misbe2011.fyper.com/proceedings.htm>.

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