

## Presentation

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# Value Carriers in a Construction project - How different are they?

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## Value Carriers in Construction – How Different are They?

**Purpose:** Discussion of how different the participants are  
- Keywords: *Individual, culture, value, social system.*

**Why:** Conflicts occur due to interpersonal differences. Need a better understanding of humans and their influence on construction processes.

**The value carrier:** A synonym for an individual carrying his own value set into the project organization.

**Hypothesis:** This creates a diversity of values in the project org. – problems in creating common goals and tangible background for decision-making.

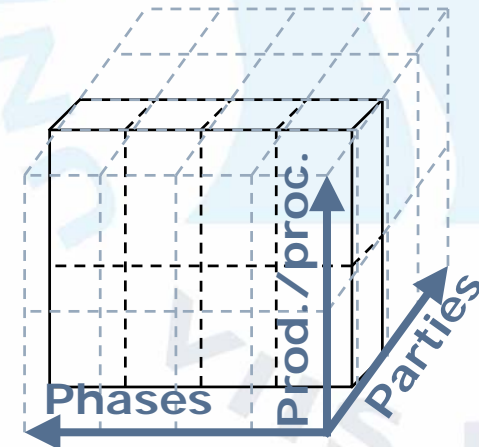
## The three experiments

- Method: Partly a study on human values, social systems, coherence, etc., *but mainly...*
- **The three small experiments**
  1. The Value Matrix
  2. Visual Value Clarification
  3. Partnering combined with VBM



### The Value Matrix

- Definition & application of the value concept.



## The three experiments - continued

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### Visual Value Clarification

- Better briefing process. Client requirements through pictures.
- Field trip to buildings - Photos of what they like & don't.
- Workshop, presentation of pictures.



### Partnering combined with VBM

- Real construction project with partnering and VBM
- All parties in the cooperation agreement wrote a number of individual goals /values along with some common values.
- To ensure openness, commitment and cooperation.
- Afterwards analysis of the individual goals.



## Similarities and differences

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- Client:**
- *Focus on requirement phase*
  - *Interested in maintenance cost*
  - *Taking user group into consideration*
- Contractor:**
- *Focus on cooperation in execution phase*
  - *Intensive focus on costs/ economics*
- Engineer:**
- *Focus on elements, prefab bathrooms*
  - *Technical details and design phase*
- Architect:**
- *Usability for user*
  - *Architecture, sunlight, etc.*
- User:**
- *Use phase and interior*
  - *Information flow from project team*
- General:**
- *Less attention on use phase*
  - *Limited differences in general*

## Conclusion

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- Different parties in construction projects have different perception of value.



But the differences were not as significant (or measurable) as expected!

- No big surprise, but important to measure and prove.

- Problems in measuring value and value congruence (Meglino & Ravlin 1998)
- “You get what you measure”
- **“You can’t always count every thing that counts”**