

Management Innovation Brokers

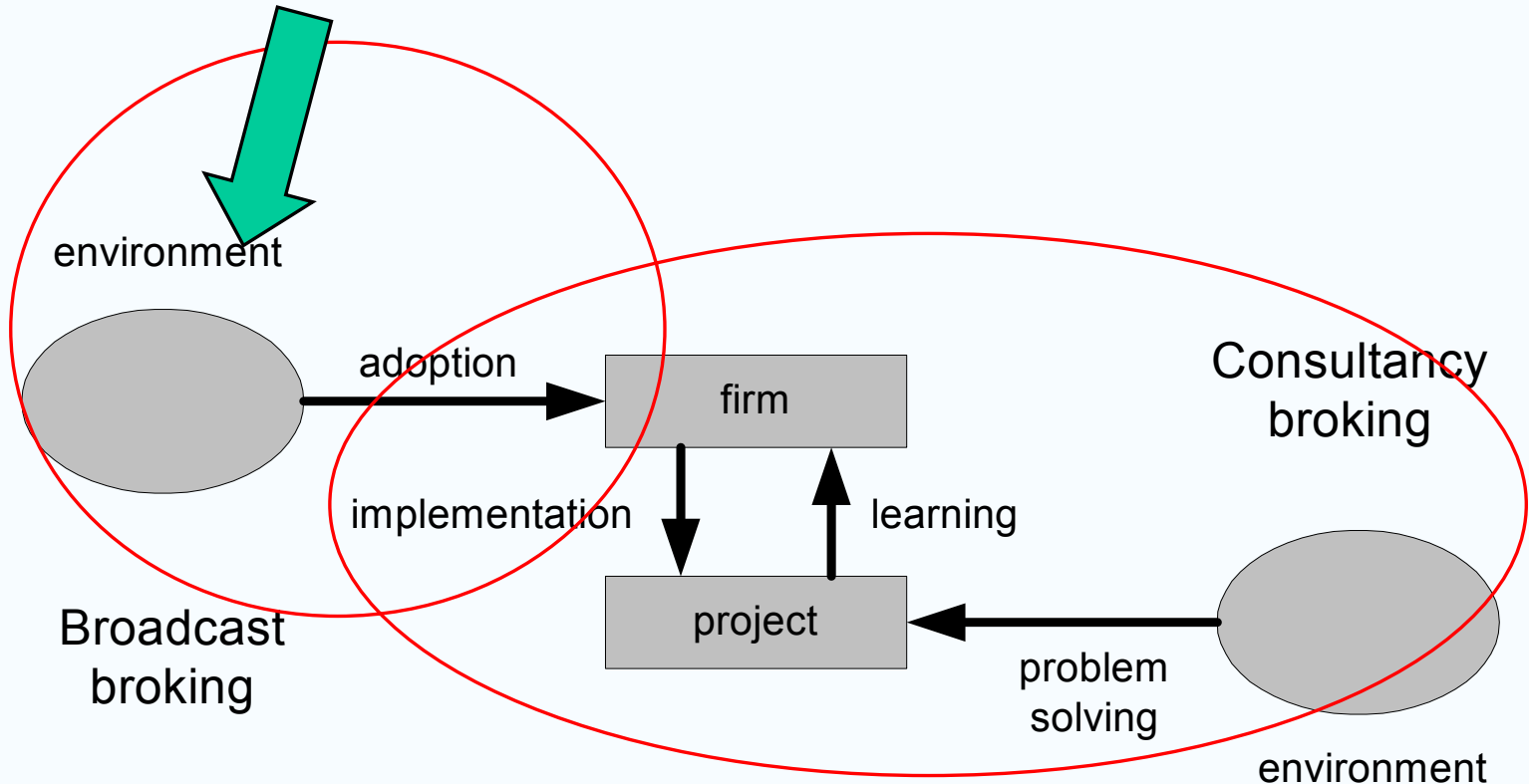
-the story of Lean Construction entering Denmark

Rolf Simonsen, Sten Bonke & Pernille Walløe

Shaping Lean Construction in Project Based Organisation

Rolf Simonsen & Christian Koch

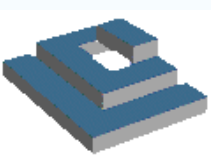
Levels of implementations



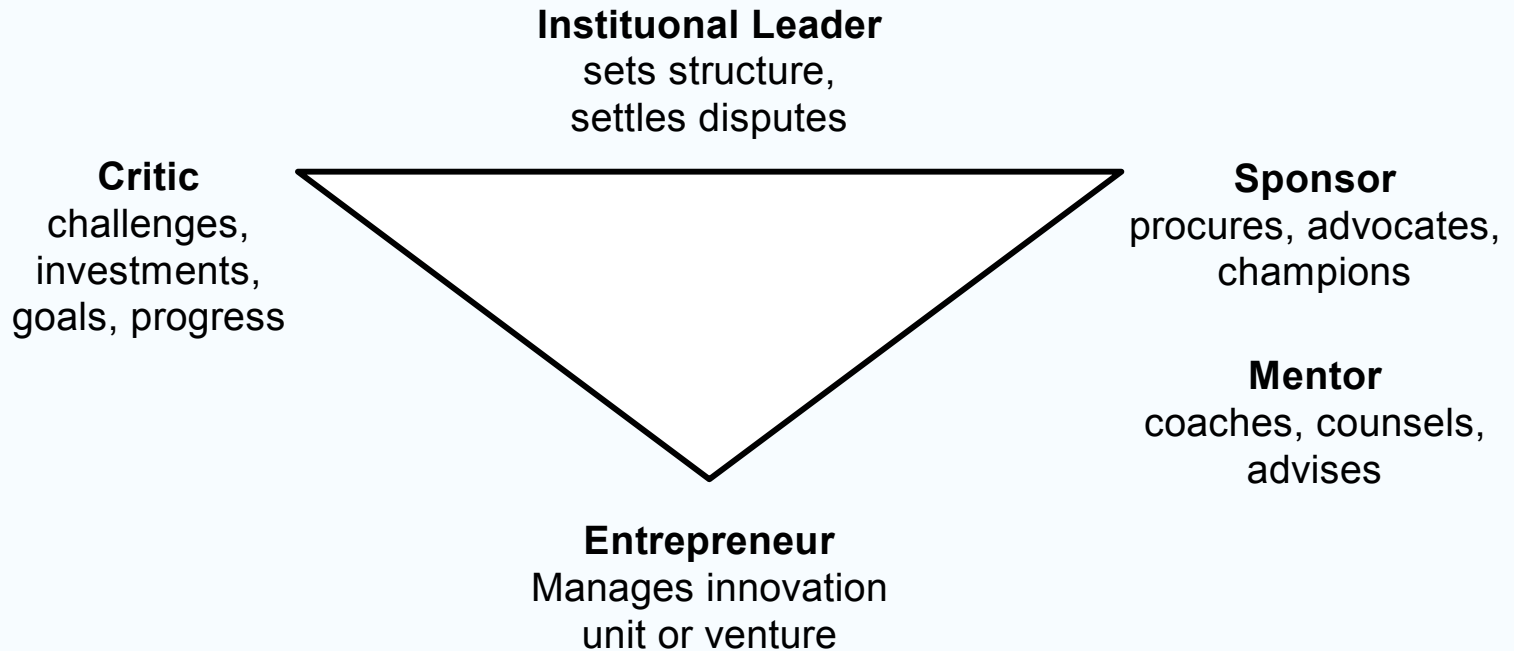
Winch, 1998

Management Innovation Brokers

The *Management Innovation Broker* is a person or institution who facilitates the development and implementation of the new managerial ideas and activities



Different roles of innovation brokers



Van den Ven, 1999

Case

- Public funded development programmes are foundation for new initiatives
- Contact to international research
- Participating in IGLC
- Solo effort by companies
- Founding of LC-DK
- Demand from governmental agency

Multi-levelled brokering

- Ministry
 - National Agency for Enterprise and Housing
- Associations
 - Lean Construction-DK
- Companies
 - MT Højgaard
- Individuals
 - Sven Bertelsen

Conclusions on paper 'Management Innovation Brokers'

- In this case the innovation process has been multi-levelled and emergent
- The innovation journey has depended on several different types of brokers at different stages and with different roles.
- The case indicates that Lean Construction is well on the way to institutionalisation in the Danish construction sector.

Shaping Lean Construction

- Lean Construction viewed as a management concept and analysed by theories on:
 - Social shaping
 - Political process
 - Organisational Theory
 - Institutionalism
- ... and set in a context of project based organisations.

Implementation in an organisation

- NCC made a strategic decision to do Partnering instead of Lean Construction.
- Key events that set the course for Lean Construction
- Unofficial experiments are base for success stories
- Coalition between management and project management.
- Presented as fit to corporate strategy
- After app. 1½ year LC is promoted to be the way NCC does process management

Two different similar projects

Project A

- Take on LC on their own
- LC is transformed
- Not suited for project!
- Possible consequences

Project B

- Implemented with help
- Strong coalition
- Little interpreting
- Little shaping
- Success!!

Conclusions

- Incremental emergence in NCC facilitated by few brokers engaged in strong coalitions
- Lean Construction gets shaped on many levels
- Coached implementation vs. 'Making Do'
- Personal motives for trying Lean Construction
- .. And more!!

- Findings may apply to many management concepts

Thank You!