

The role of the individual's perception

Insights into the lived experience of partnering in Dutch Urban Development Projects

Keywords – Urban Development Management, Partnering, Public-Private Partnerships

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Introduction

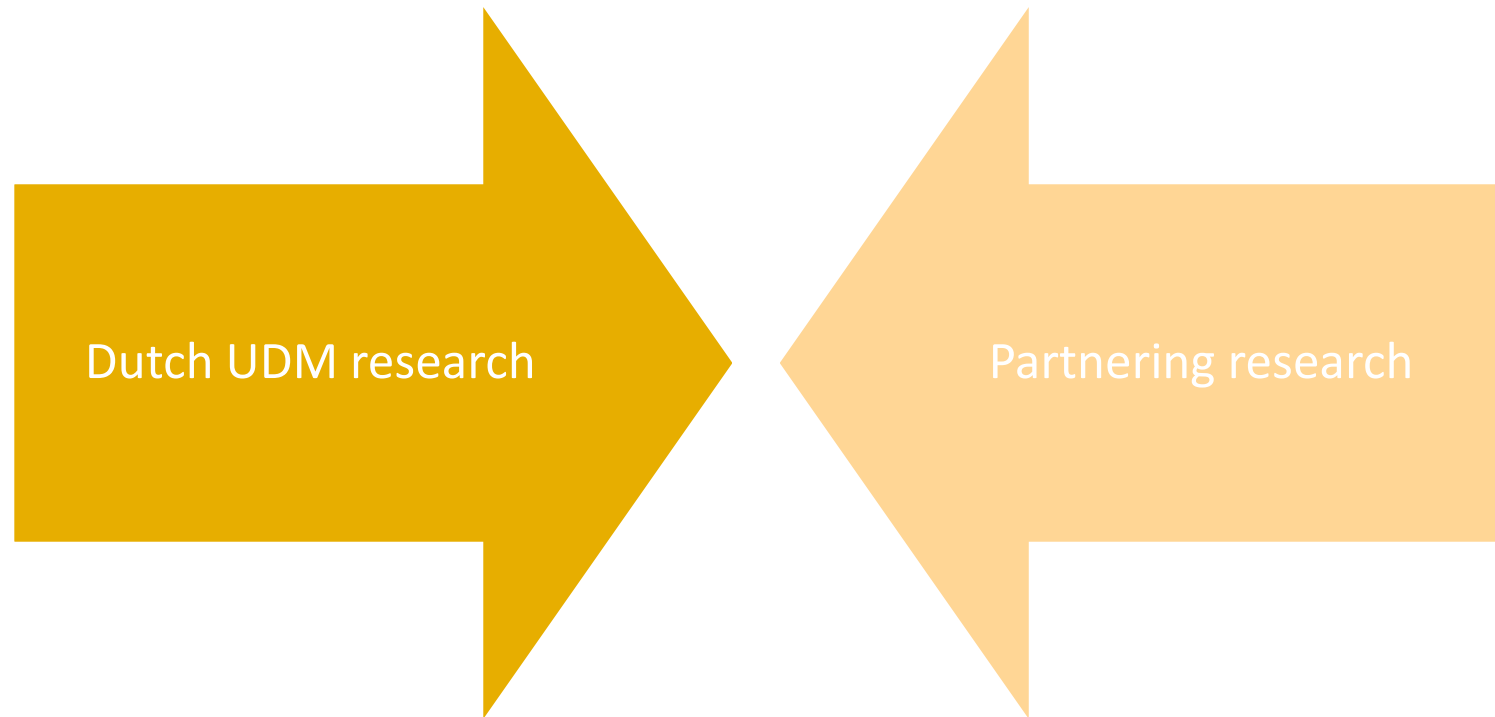


Fig. 01: Motivation summary (own figure)

Background UDM

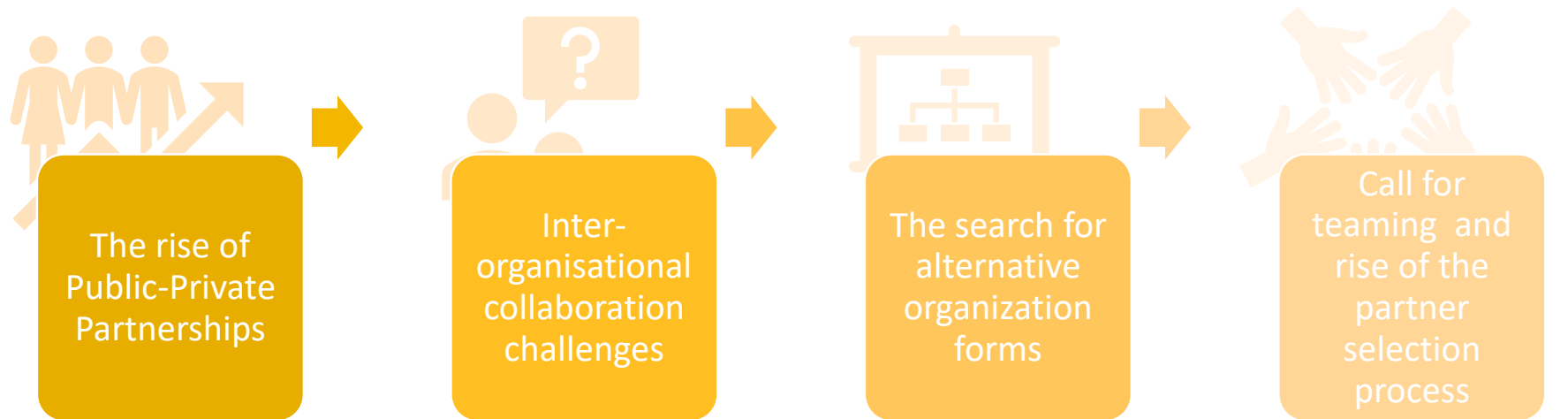


Fig. 02: Event-based model Dutch UDM research (own figure)



Background partnering

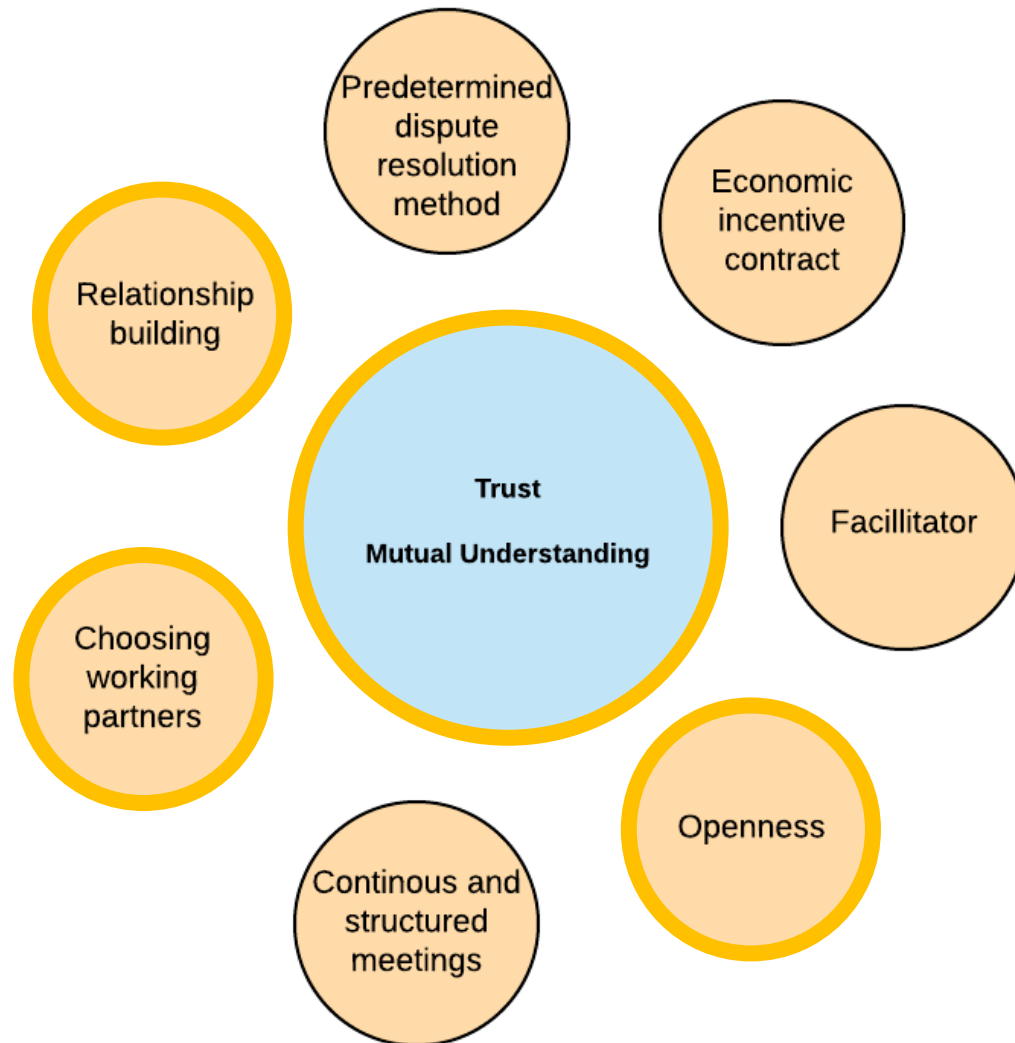


Fig. 03: Partnering flower and applied partnering flower (own figure, after Nyström, 2007)



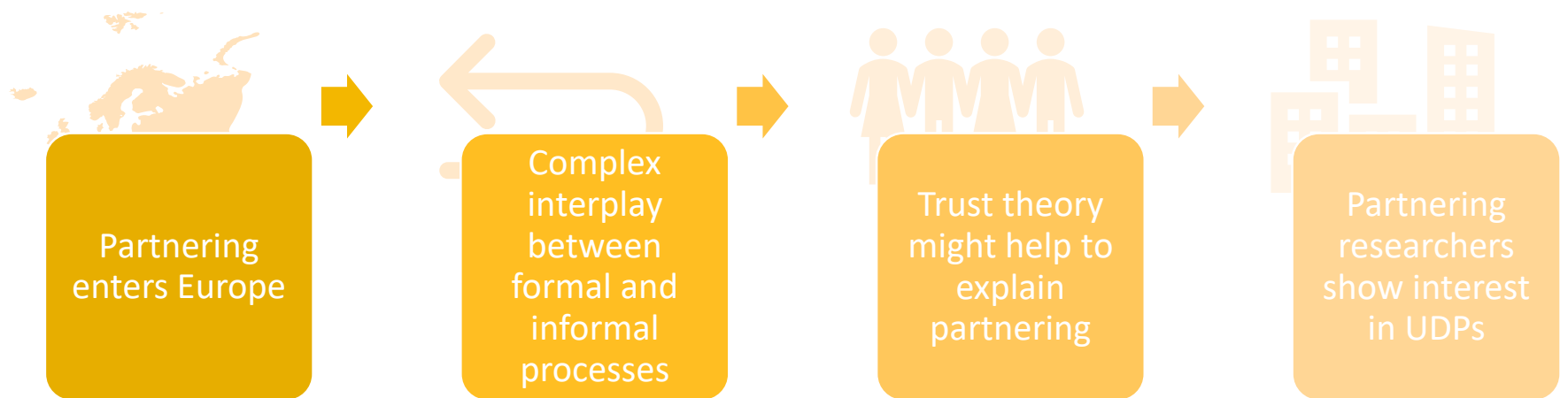


Fig. 04 Event-based model partnering research (own figure)



Research questions

What are factors that promote the emergence of partnering relations in Dutch UDPs?

1. How is partnering constructed and negotiated in place?
2. How does the interpersonal learning process towards partnering relations look like?
3. How do partnering components interact in the informal process towards partnering relations?
4. How are paradoxes, contradictions and unintended consequences managed at an interpersonal level?



Research method

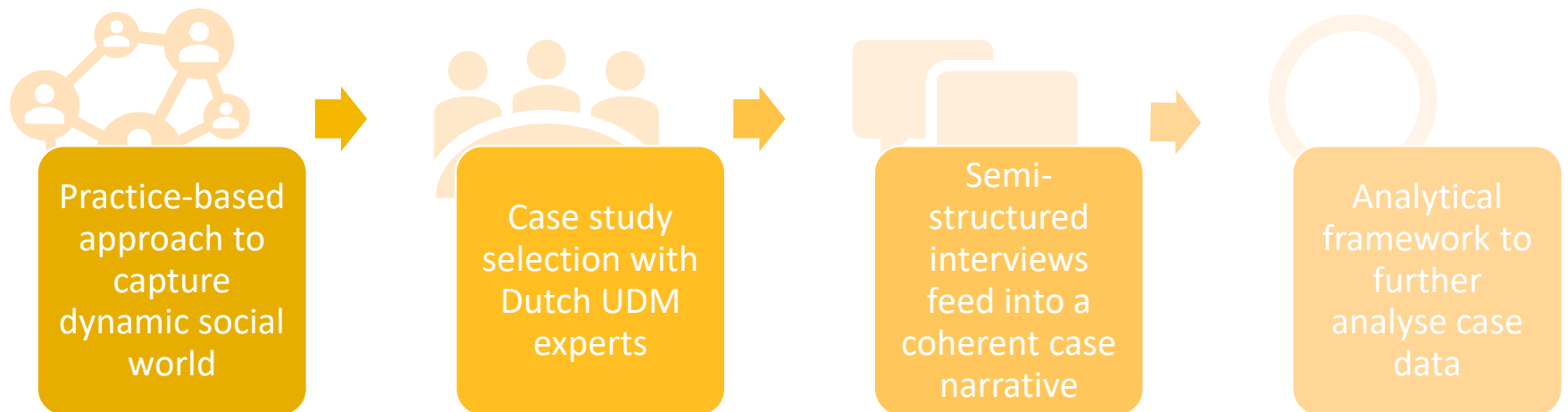
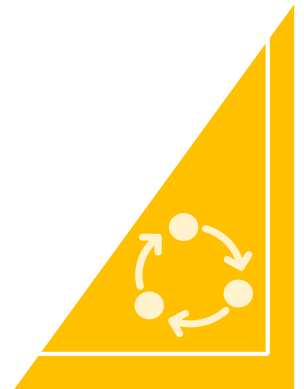


Fig. 05 Event-based model partnering research (own figure)

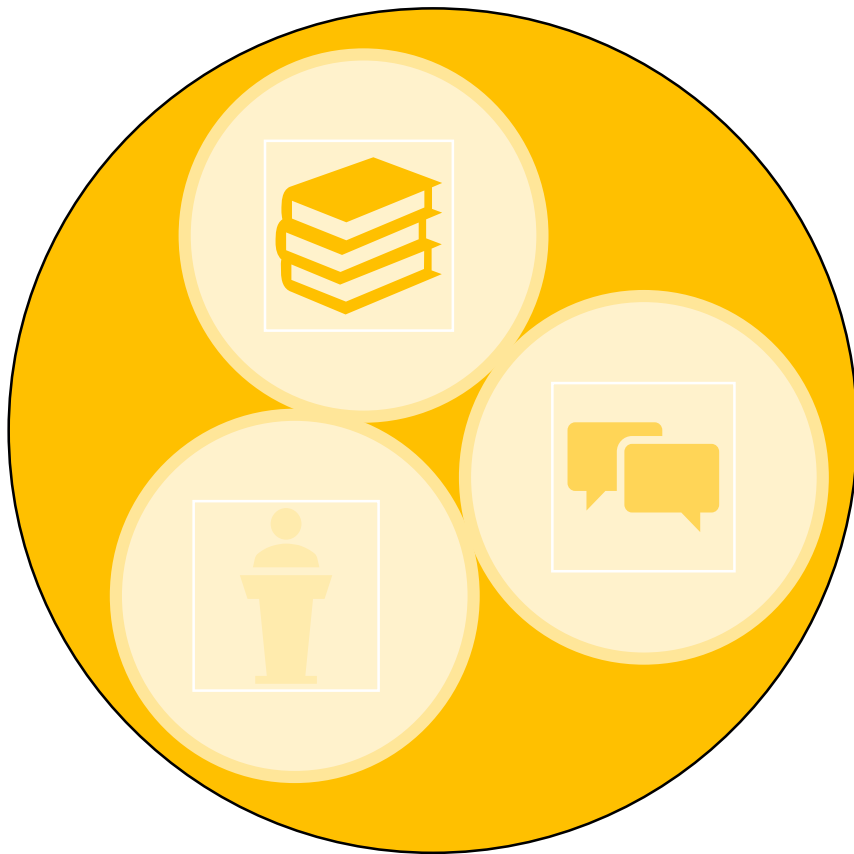




Case A: Analysis



Fig. 06: Characteristics Case A (own figure)



Case A: Analysis



Fig. 07: Crucial topics Case A (own figure)



Open book
system

“It [the open book system] helped in the beginning to get the trust towards each other and that the costs are transparent and that you can have a discussion about it.”

- Interviewee D1A



Personal
interaction

“It is quite important to make a good atmosphere to develop the area. It is quite important to invest in the people’s relationships invest time in the aldermen.”

- Interviewee D1B



Public
leadership

‘He knows that, if an area is being developed, you need to work with the private sector. This is how he envisions it and this is how he executes it.’

- Interviewee D2B

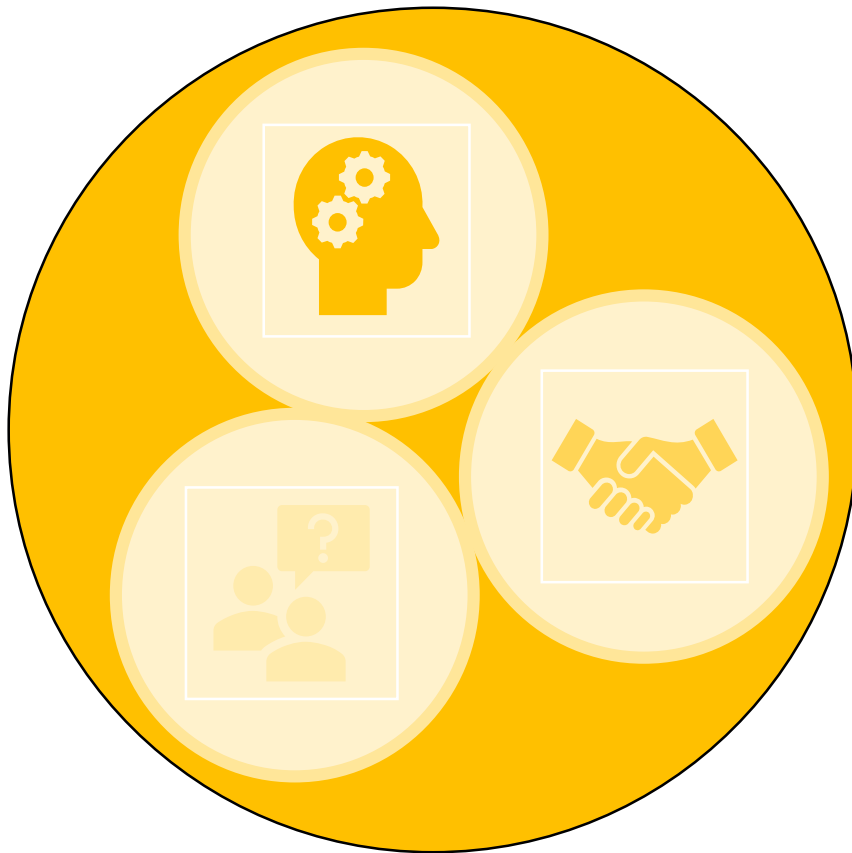




Case B: Analysis



Fig. 08: Characteristics Case B (own figure)



Case B: Analysis



Fig. 09: Crucial topics Case B (own figure)



Learning
process

*“We learned in the station area that you can get top architects and top developers but if you can’t work together, if you are not open and transparent than you can do as many nice pictures as you like but **you will not get it done**.”- Interviewee M2A*



Partner
selection

*“We tend to forget that (...) during the tender procedure there you set the mark. There you have to define the way you want to work.”
- Interviewee M2C*



Joint problem
ownership

*“Because it feels like we are partners and we are both in the same project and we are both responsible for this project.”
- Interviewee D3A*



RQ1: Construction and negotiation

RQ2: Interpersonal learning process

RQ3: Interaction of components

RQ3: Management of paradoxes

Cross- case Analysis



RQ1: How is partnering constructed and negotiated in place?

Project circumstances

Expected benefits

Individual understanding

Negotiation and construction of partnering





Public manager Case A

- Transparency, no tricks and deals also above finance
 - People need to have a high competence
- Good chemistry between people
 - Honesty and trust
- In good times and bad times holding together





Public managers Case B

- Being able to speak or at least ask about what is below the table
 - Trust
- Important to start with a neutral or slightly positive trust level
- Openness on interests and goals



RQ2: How does the interpersonal learning process towards a partnering relations look like?

Learnings caused by disruptive events

Action

Expectation





Learning

- Long and short-term
- Positive starting level of trust
- First meetings and critical situations
 - Positive learnings need to outweigh considerably



RQ3: How do partnering components interact in the informal process towards partnering relations?

Components selected by public parties

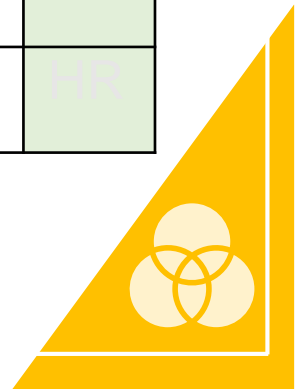
Components developed with the private parties

Situation-dependent addition of components by both parties



Table 01: Effects of partnering components on developing partnering relations (own table)

Stage	Case A	Effect	Case B	Effect
Partnership formation and partner selection	Tender process based on soft parameters		Tender process based on soft parameters	HR
	Compensations form based on open books	HR	Compensation form based on open books	
Partnership governance and design	Involvement of sustainability expert in broader team		Involvement of technical advisor in broader partnering team	
	Involvement of real estate agents in broader team		Involvement of architect in broader partnering team	HR
Post-formation partnership management	Hiring of cost advisors	HR	Hiring of external advisor	
	Teambuilding activities		Use of calls	



RQ4: How are paradoxes, contradictions and unintended consequences managed at an interpersonal level?

Managed differently

Inhibiting practices

- interpersonal trust had not yet been developed

Promoting practices

- interpersonal trust had already grown



Management practices



Controlling



Single-handedly actions



Explaining and asking



Joint problem solving



Calling



Changing the contract

Time



The role of the
individual's perception



Complementary
Partnering flower

Con-
clusion



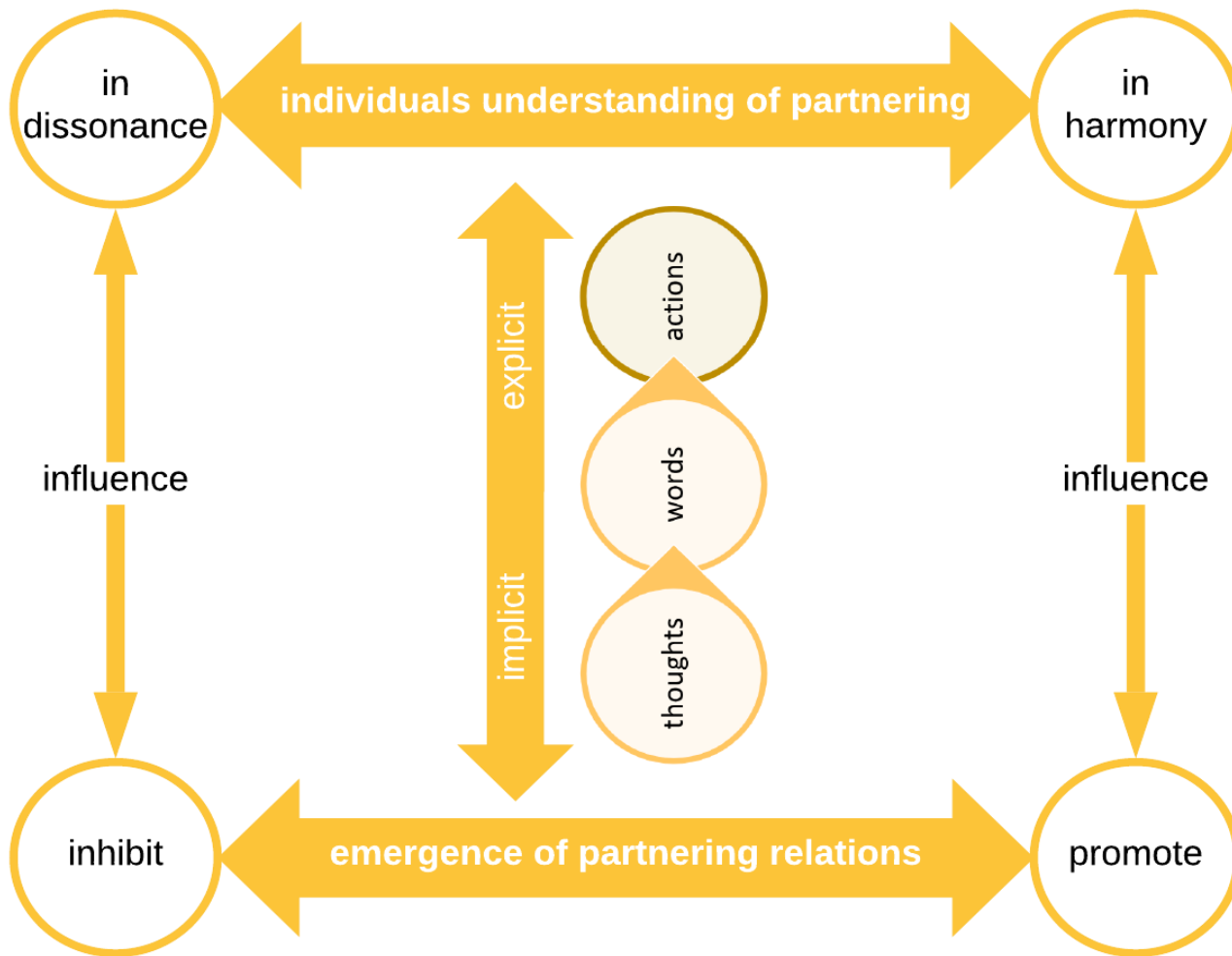


Fig- 10: The individual's perception as key to the emergence of partnering relations (own figure)



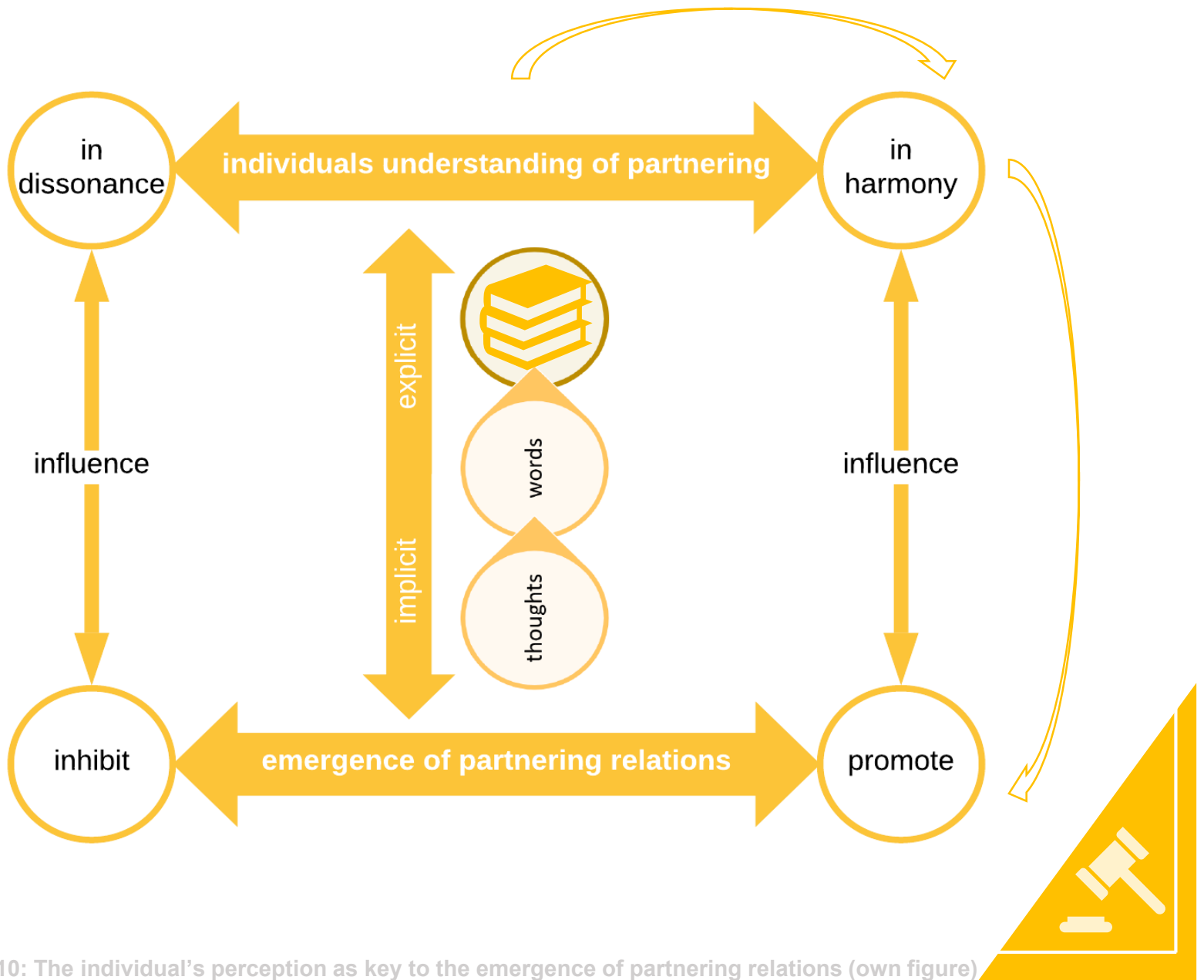


Fig- 10: The individual's perception as key to the emergence of partnering relations (own figure)

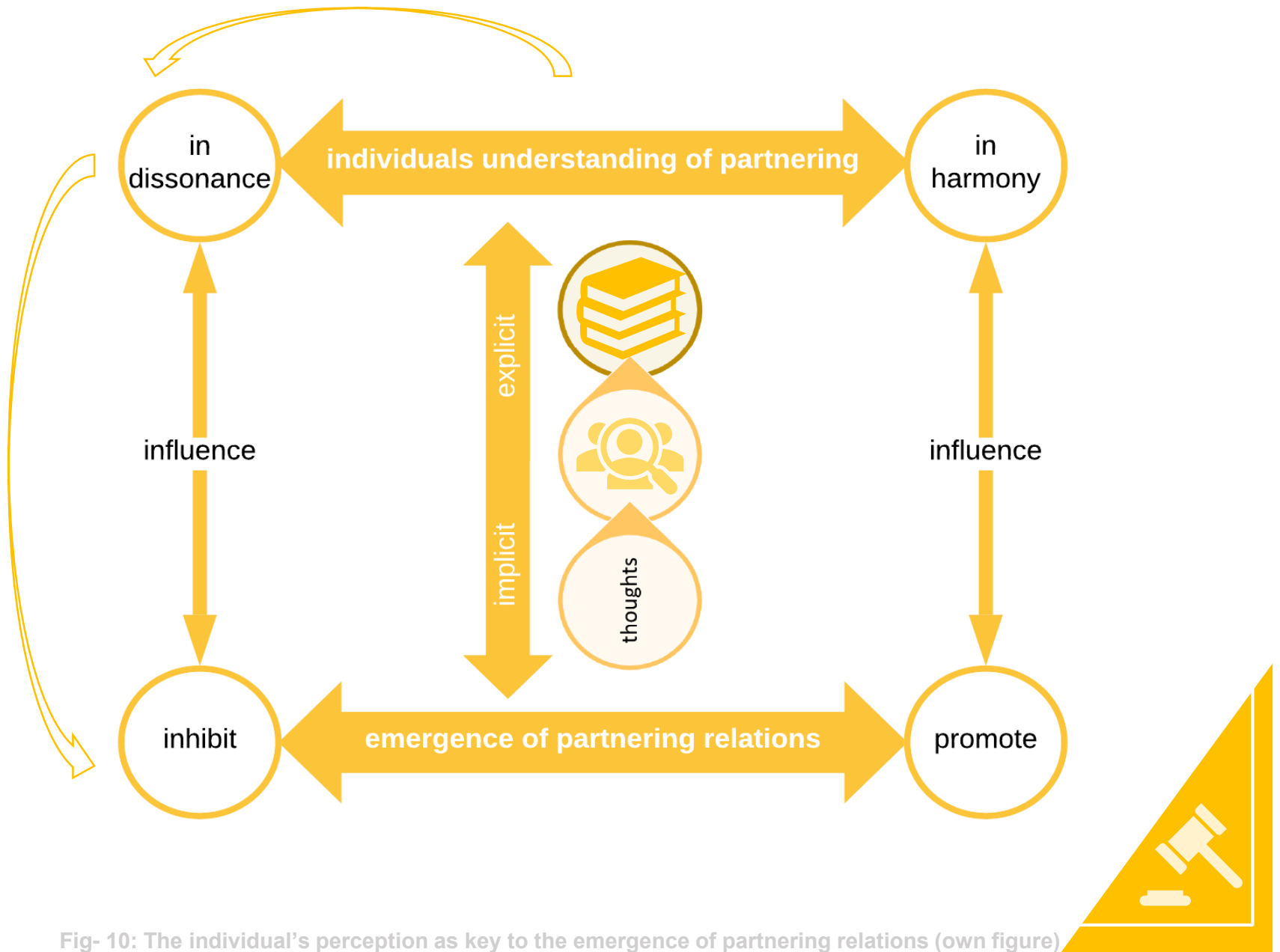


Fig- 10: The individual's perception as key to the emergence of partnering relations (own figure)

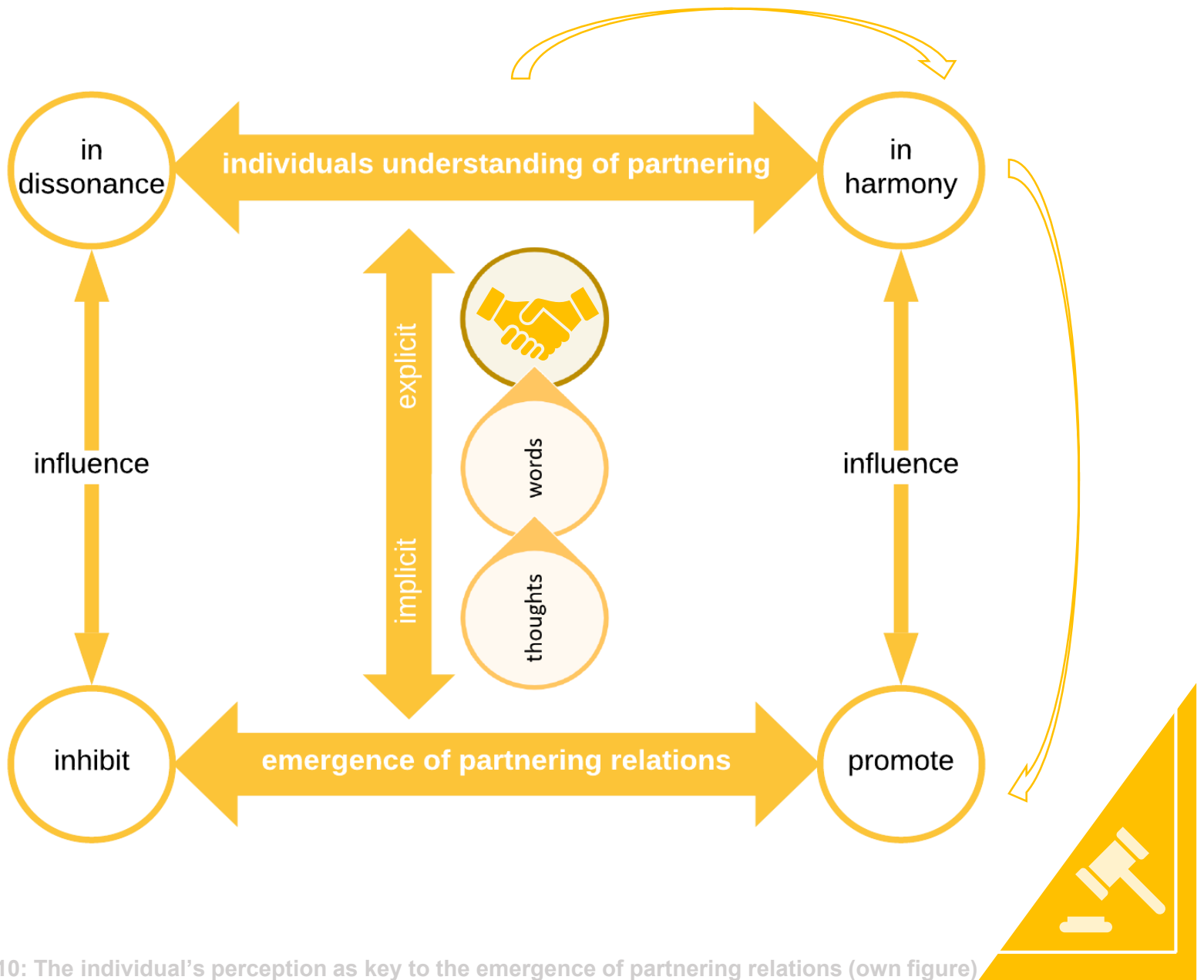


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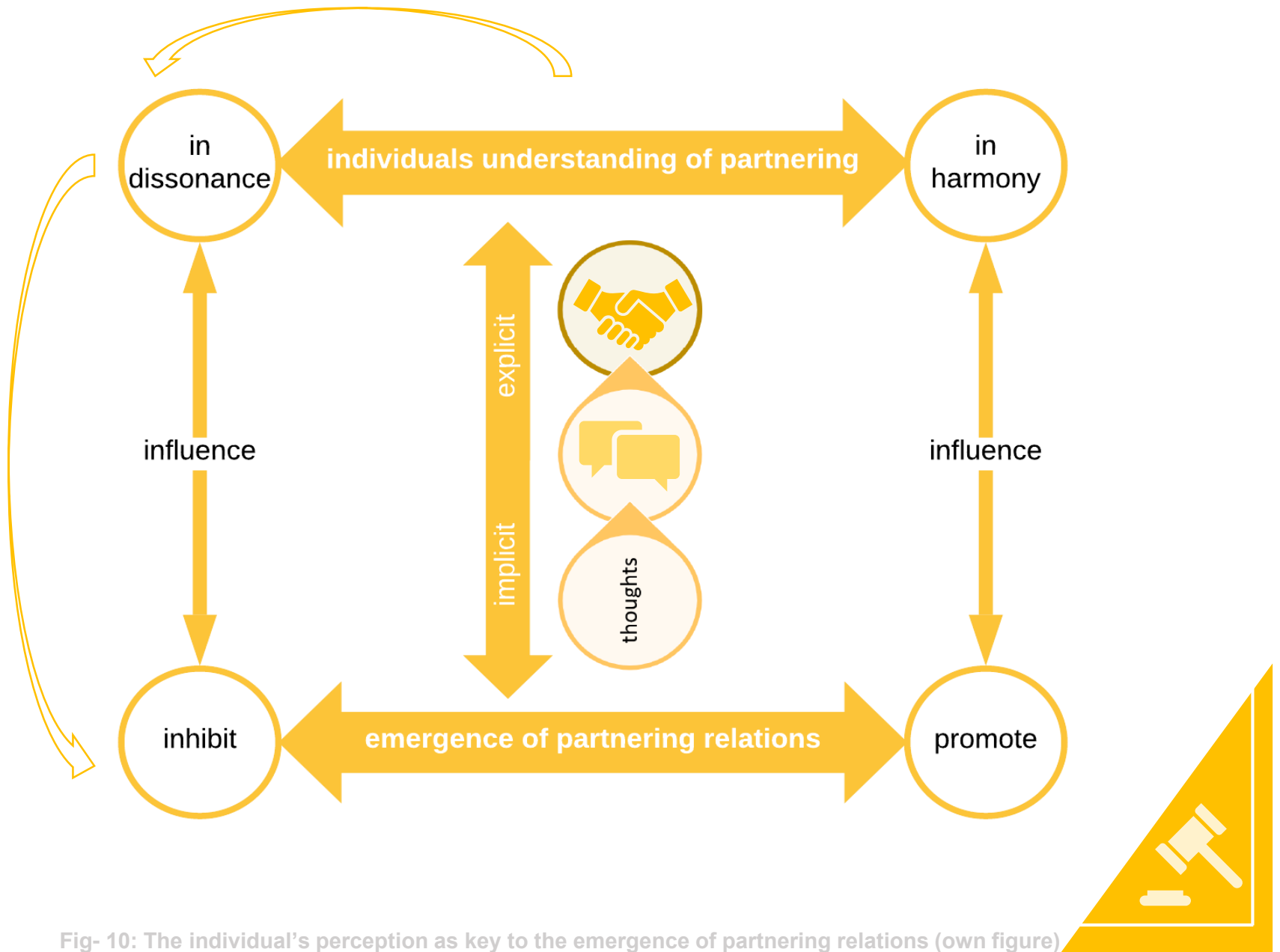


Fig- 10: The individual's perception as key to the emergence of partnering relations (own figure)

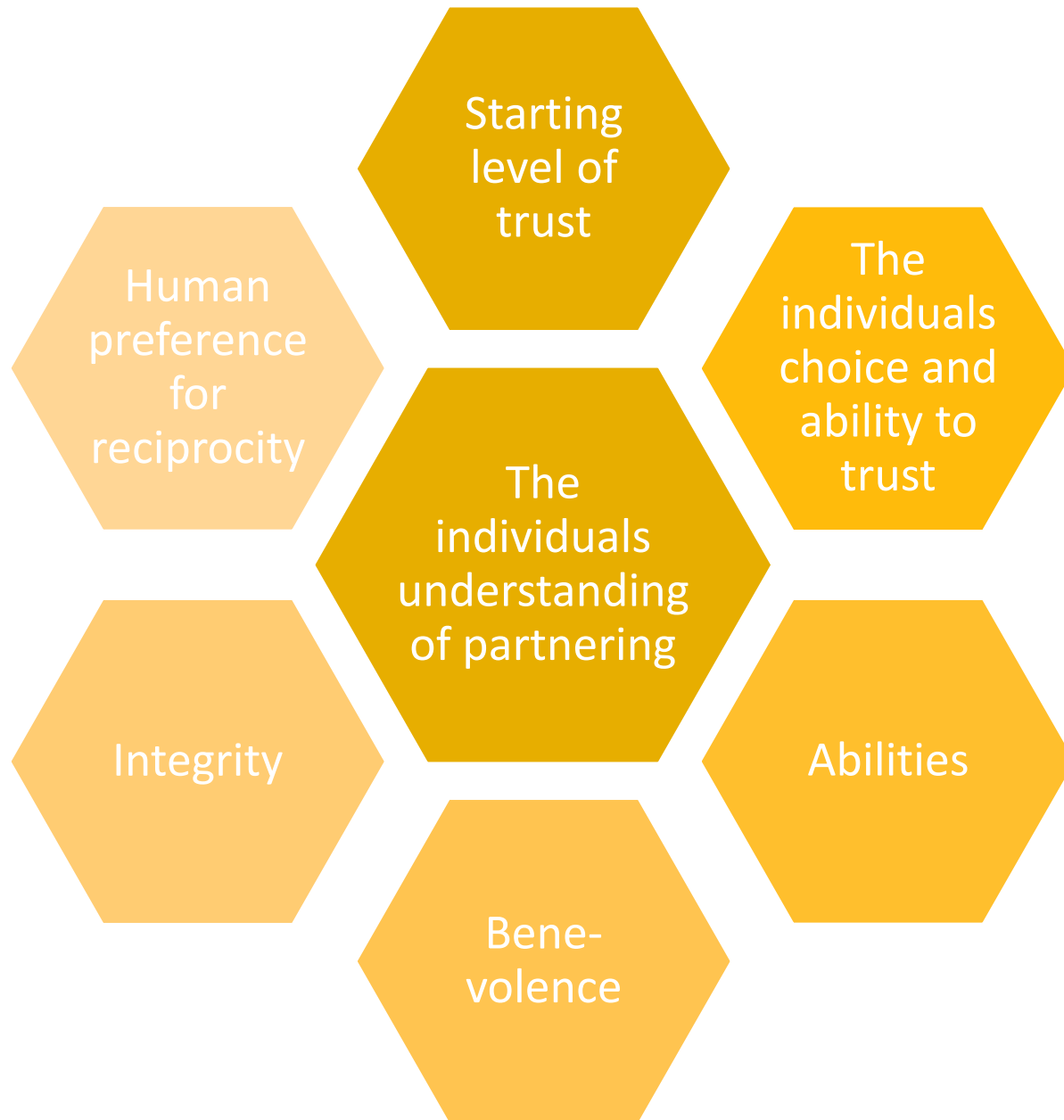


Fig. 11: Factors that promoted the emergence of partnering relations (own figure)



Discussion

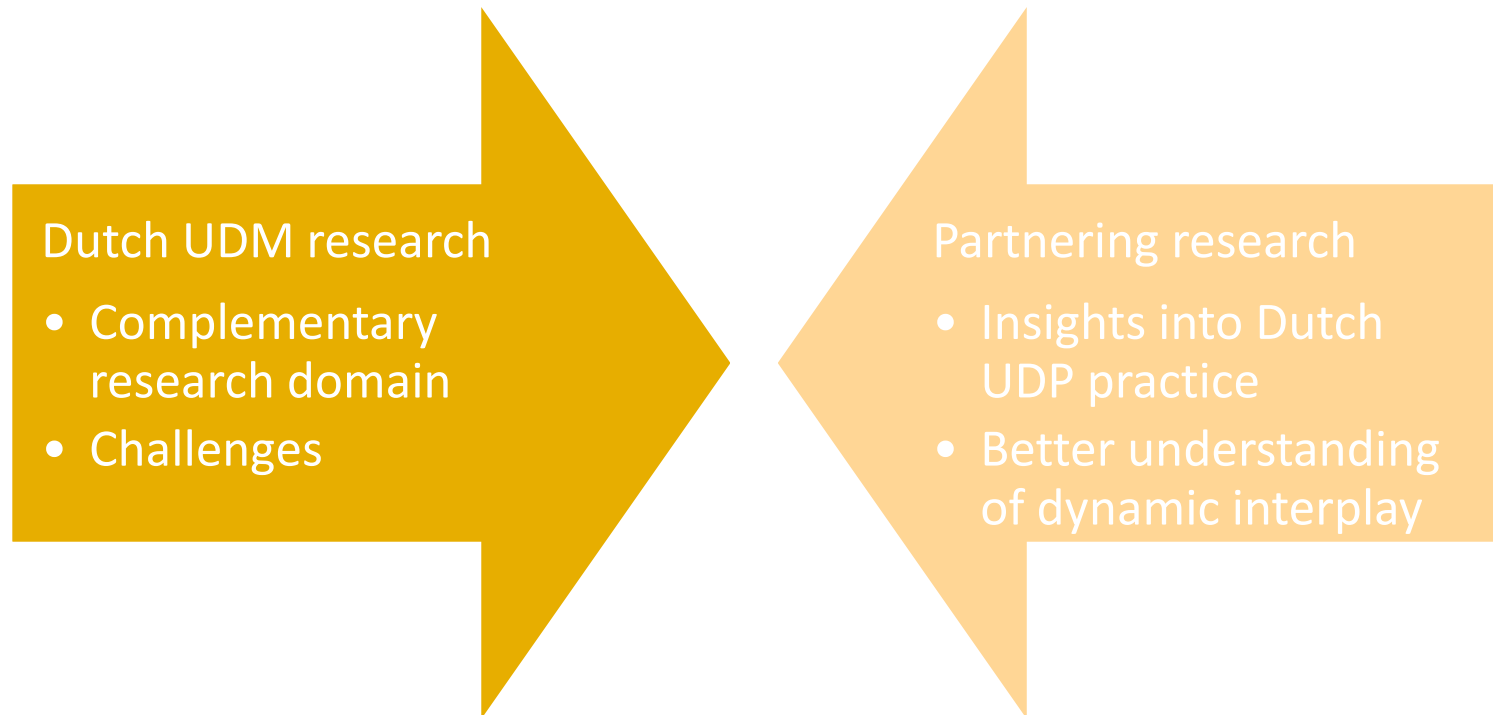


Fig. 12: Discussion research (own figure)



Recommendations



Research

- Joining Dutch UDM and partnering research
- Bigger sample size
- Cross-cultural study



Public sector

- Education on partnering
- Reorganization of projects and behaviours



Private sector

- Ask for more interaction
- Suggest partnering in the tender
- Engage in networking events



Capacity building organisations

- Introduce partnering to practitioners and students
- Funding strategy
- Storytelling



Fig. 13: Summary recommendations (own figure)

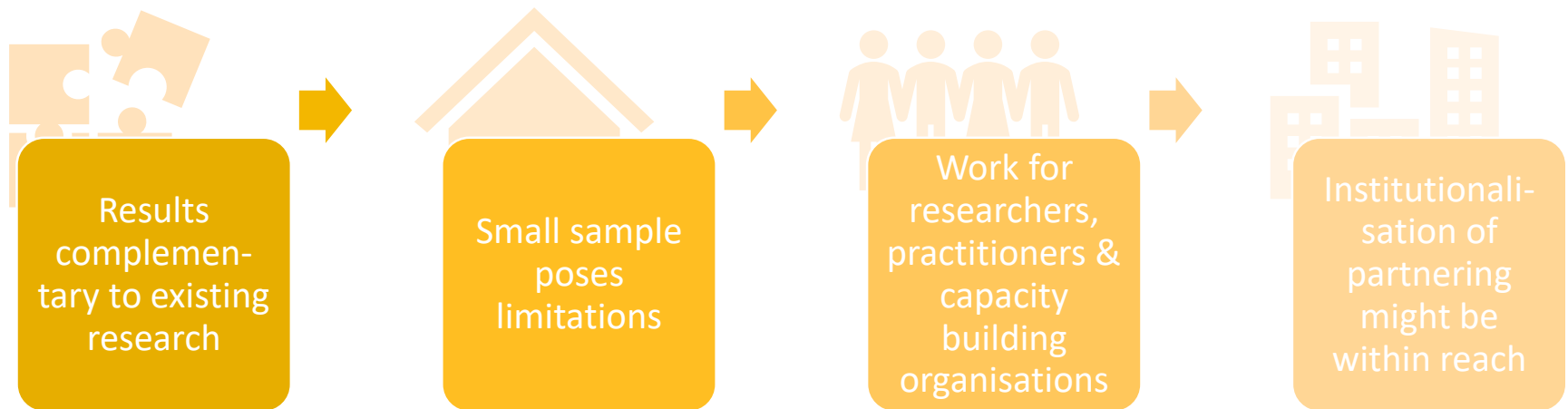



Fig. 14: Summary discussion (own figure)





**Thank you
for your
attention.**



Questions?

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