

THE VALUE OF COLLABORATIVE WORKING IN ARCHITECTURE

a New Zealand study

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ABSTRACT

This research identifies an architectural project delivery system which facilitates the realisation of value-driven, innovative and sustainable architecture. Design Management suggests that a collaborative, holistic model, capable of delivering such a form of architecture, is characterised by the development of trust and co-creative practice. This is achieved through consideration of four key dimensions: teamwork, creativity, learning and systems thinking.

This thesis demonstrates that the structure of an architectural project delivery system influences the process, and thereby the outcome, of an architectural project. The traditional AEC project delivery system strives for efficiency and effectiveness through a model that focuses on hierarchy and sequential delivery. This model's formal structure reinforces adversarial behaviour, fostered by master-servant relationships that are based on dominance and separation, thereby discouraging cooperative, innovative and sustainable practice.

In response to the perceived difficulties of the traditional procurement model, an alternative paradigm is emerging, one of co-creation through collaboration. One such model is the Collaborative Working Arrangement, which was recently established as an architectural project delivery system in the New Zealand AEC industry. It radically challenges the entrenched methods and patterns of behaviours prevalent in the industry, and is the focus of the study carried out in this thesis.

The research is based on a series of interviews with various participants in two New Zealand architectural projects using this agreement. The information is evaluated against the same four key dimensions that underpin Design Management: teamwork, creativity, learning and systems thinking. Each of these dimensions is evaluated against a framework of 'ordinary', 'extraordinary' and 'human' performance measures in the assessment of an architectural project's success.

Keywords: Collaboration, Co-creation, Architectural project delivery system, Innovation, Sustainability, Teamwork, Creativity, Learning organizations, Systems thinking

DECLARATION



Name of candidate: Charissa Snijders

This Thesis is submitted in partial fulfilment for the requirements for the Unitec degree of the Masters of Design Management.

Candidate's declaration

I confirm that:

- This Thesis represents my own work;
- The contribution of supervisors and others to this work was consistent with the Unitec Regulations and Policies.
- Research for this work has been conducted in accordance with the Unitec Research Ethics Committee Policy and Procedures, and has fulfilled any requirements set for this project by the Unitec Research Ethics Committee.

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