

# REAL ESTATE AS STRATEGIC ORGANISATIONAL DEVELOPMENT TOOLS

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## Abstract:

The design and management of change-processes represents one of the main foci of systemic organisation development. The realisation of a new building can be characterised as a change, being a massive intervention in the organisational processes.

This paper will present a research project, which objective will be to generate a consultancy model by implementing the organisational development perspective into the design briefing or programming phase of a real estate project. Such model would significantly contribute to the understanding of real estate as actual operative tool in the strategic organisational development.

The surrounding conditions of today's organisations can be characterized as an environment of quick changes, dynamics and complexity. In order to be able to adapt to these conditions, the flexibility and readiness of organisations to adjust to the change is becoming of crucial importance.

The project will imply two methodologies: programming and systemic organisation development.

For design of the changing processes the systemic organisation development based on the theoretic frame of Luhmann's social systems will be used.

For the real estate based definition of the needs and objectives of an investor, the programming-method using systematic evaluation in the earliest phase of a project-development for problem-identification will be implemented. The output is the detailed design brief; which as defined by Hyams is the question for which the future building is the answer. Thereby essential is the distinction between goals and solutions.

Through the implementation of action research methodology the knowledge of the two disciplines will be combined. The experts of each discipline will be working together in a number of workshops and create common knowledge as a team.

As the final result a professional practice-oriented model should be developed, which could be implemented in organisational consulting processes.

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