



Early Stages in the Institutionalization of IPD

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Research Steps

Motivation:

“Parties often need institutions to help capture gains from cooperation.”

(Weingast 2002)

Research Question:

What was Sutter Health’s process of institutional entrepreneurship and how did it lead to the construction of Integrated Project Delivery (IPD) as a new institutional form of engineering project organization?

Institutional Entrepreneurs:

- Marshall new technologies
- Design new org. forms & routines
- Create new supply chains & markets
- Gain cognitive, normative, & regulative legitimacy
- Have an interest in particular institutional arrangements & leverage resources to construct these new institutions

(DiMaggio 1988; Eisenstadt 1980; Maguire et al. 2004)

Methodology:

1. Review and organize Sutter Health and IPD literature from past twenty years:
 - Healthcare case studies
 - IPD governance
 - organizational theory
 - construction law
 - relational contracting
 - lean construction
2. Synthesize in novel way using an institutional theory approach. Create an IPD account of institutional construction.

Contribution:

- Reframes IPD literature using institutions-based approach that is well-suited to unravel the complexity of networked, project-based organizations.
- Creates broad framework upon which future institutions-based construction research can build.

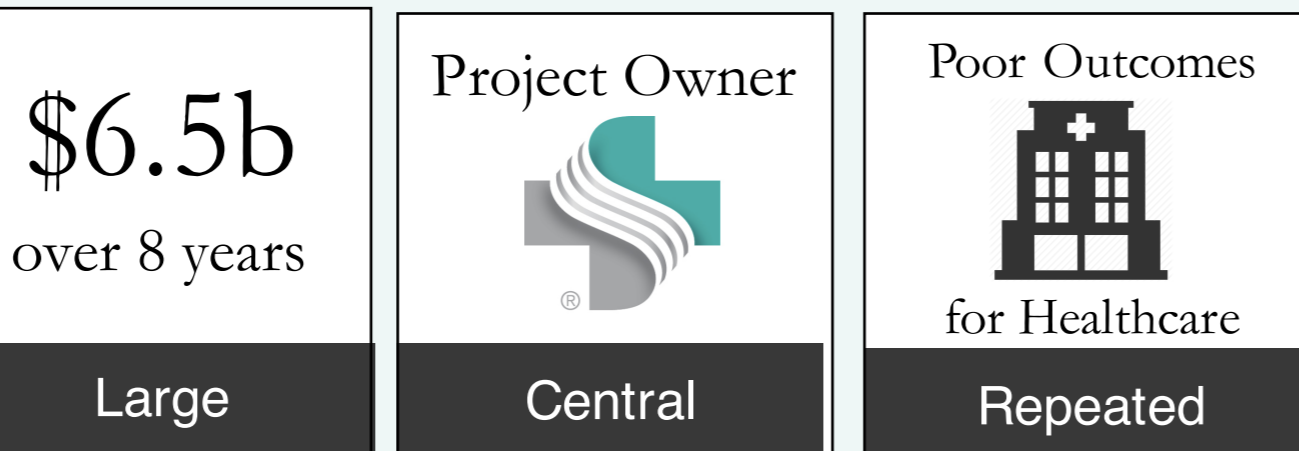
(Henisz et al. 2012; Levitt et al. 2010; Scott 2012, 2013)

Sutter Health Milestones

Generation caused by CA law requiring seismic retrofit or replacement of most existing hospitals

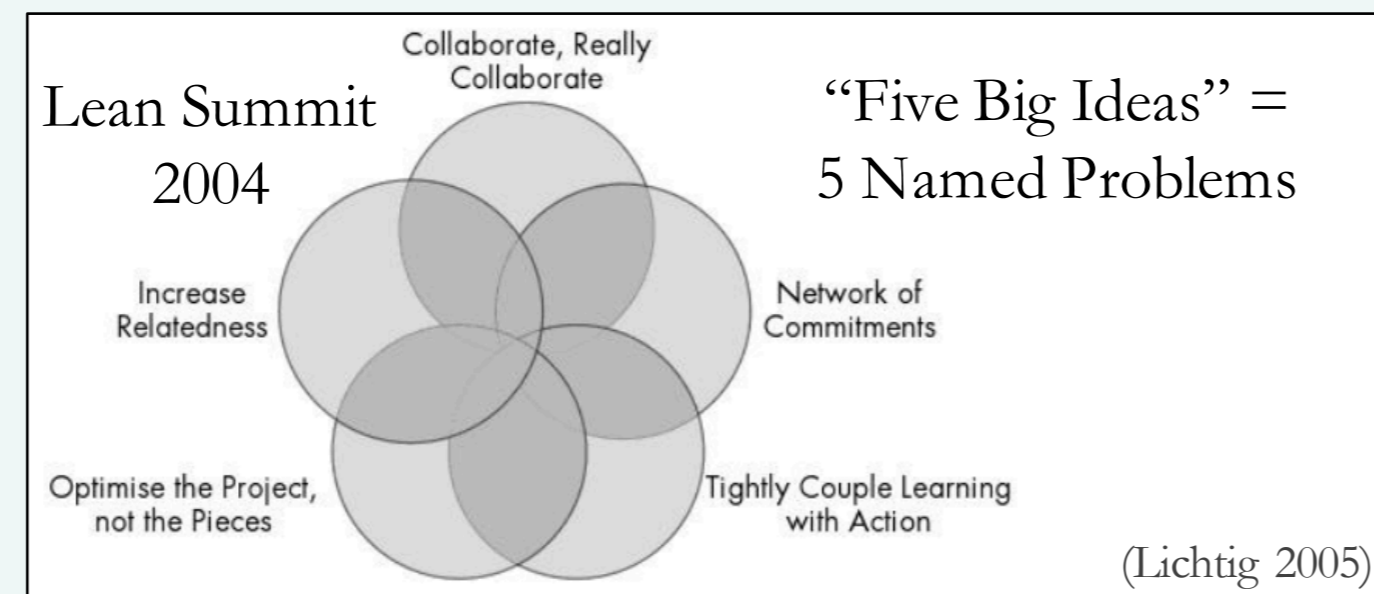
(Meade et al. 2005, CA State Senate 1994)

Cognition occurred because problem was:



(Feng 2009, Lichtig 2005, Suchman 1995)

Naming through linkage within larger institutional discourse:



(Lichtig 2005)

Institutional conclusion that problems faced not unique but widespread in industry

Categorization of visible responses from:



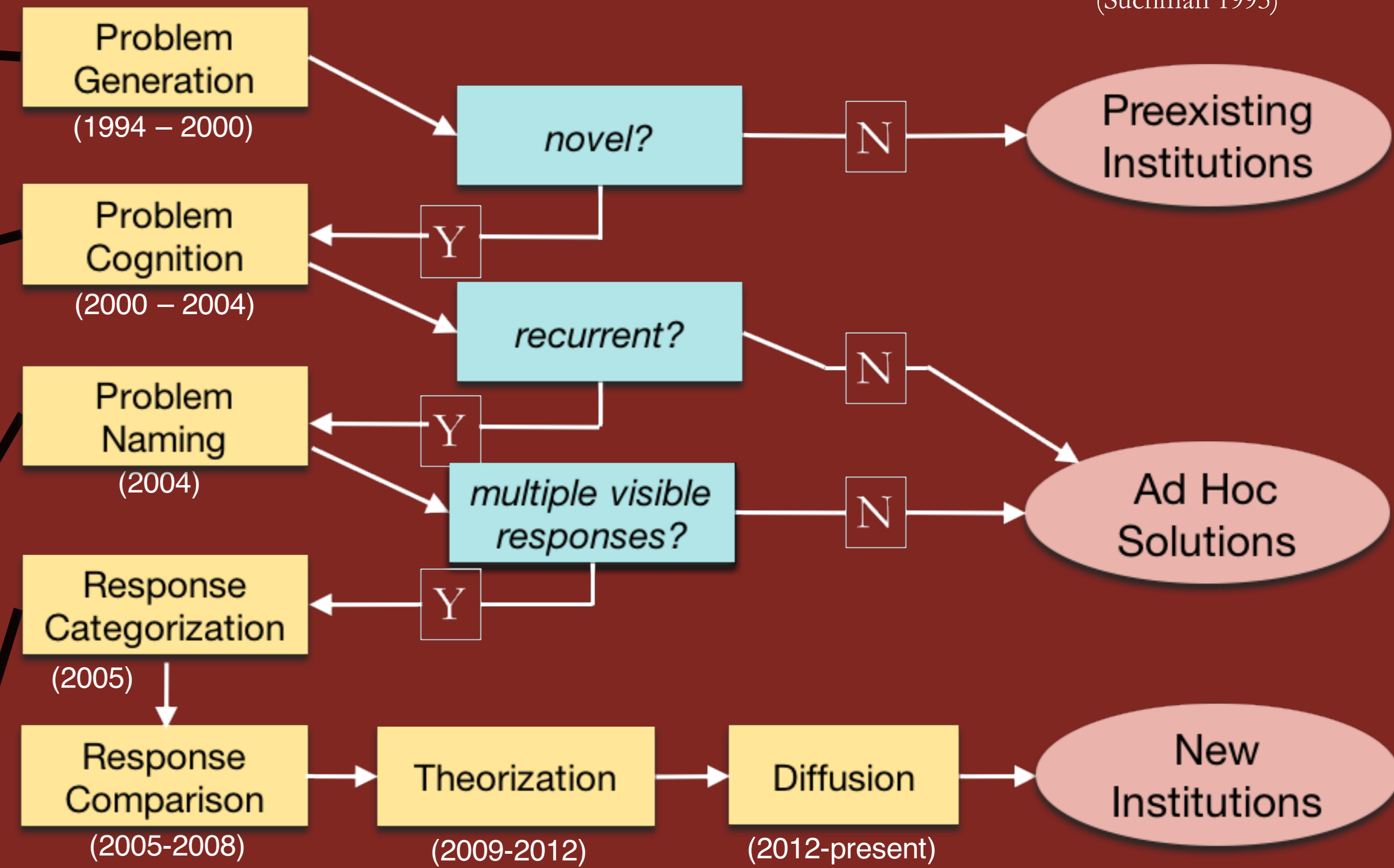
(Bennet and Jayes 1995, Knott 1996, Lahdenpera 2012, Matthews and Howell 2005)



(Cohen 2010, Scott 2013)

Multi-Stage Model of Institutionalization

(Suchman 1995)

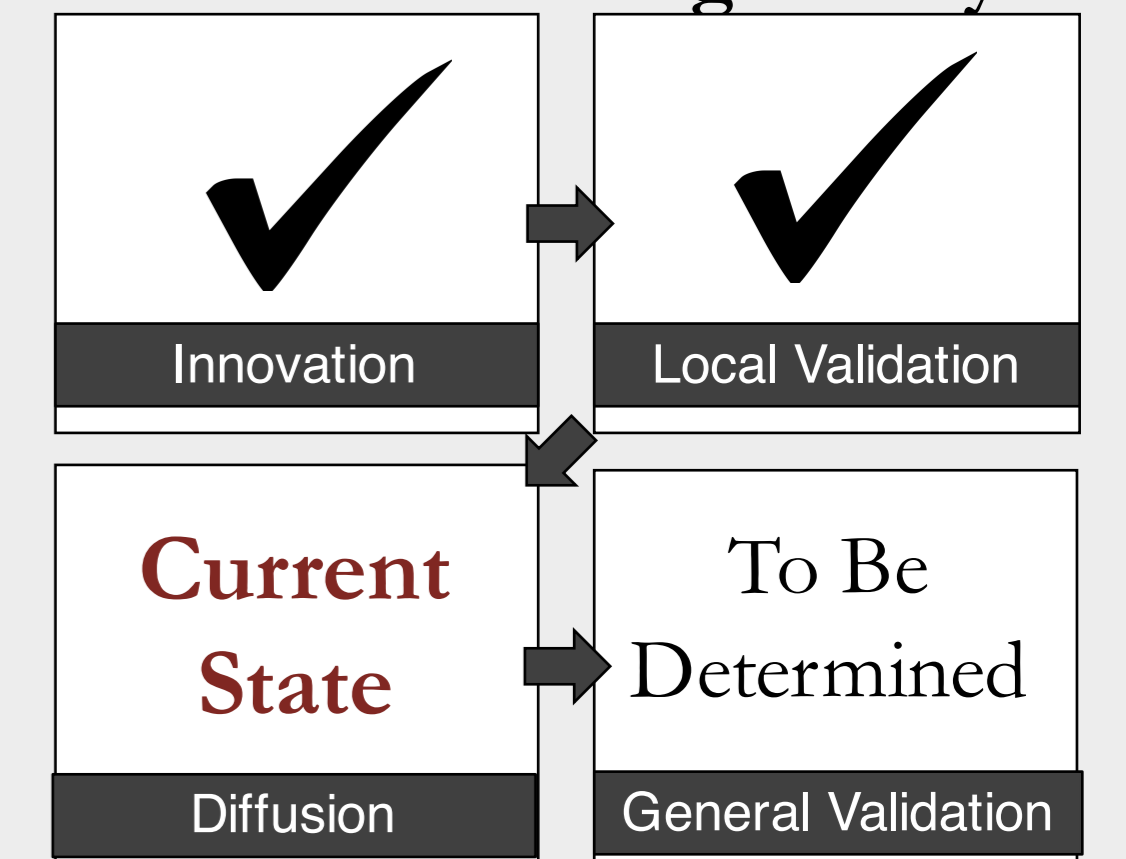


Theorization by “information intermediaries” (consultants, lawyers) who distill core set of organizing principles

	AIA Case Studies (Cohen 2010)	IPD for Public & Private Owners (Kenig 2010)	The IPD Framework (Asbrafit 2012)	"Pure" IPD (Sve 2009)
Jointly Developed & Validated Goals	■	■	●	■
Lean Construction Principles	□	□	○	■
Collaborative Decision Making	■	■	○	■
Joint Project Control	■	■	●	■
Multi-Party Contract	■	■	●	■
Early Involvement of Key Participants	■	■	●	■
Co-Location	□	□	○	■
Shared Risk & Reward	■	■	●	■
BIM & VDC	□	□	○	■
Fiscal Transparency	□	■	■	■
Mutual Respect & Trust	□	■	■	■
Team Idea Generation & Support	□	■	■	■
Open Communication	□	■	■	■
Willingness to Collaborate	□	■	■	■
Intensified Early Planning	□	■	■	■

IPD Institutionalization

4 Stages of Institutional Legitimacy



(Johnson et al. 2006)