THE VALUE MANAGER

The official publication of The Hong Kong Institute of Value Management

THE HONG KONG INSTITUTE OF VALUE MANAGEMENT

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AIMS AND OBJECTIVES OF THE HKIVM

- To create an awareness in the community of the benefits to be derived from the application of Value Management in Hong Kong.
- To encourage the use of the Value Management process by sponsors.
- To establish and maintain standards of Value Management practice in Hong Kong.
- To contribute to the dissemination of the knowledge and skills of Value Management.
- To establish an identity for the Institute within Hong Kong and overseas.
- To encourage research and development of Value Management with particular emphasis on developing new applications of the process.
- To encourage and assist in the education of individuals and organisations in Value Management.
- To establish and maintain a Code of Conduct for Value Management practitioners in Hong Kong.
- To attract membership of the Institute to support these objectives.

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EDITORIAL

Welcome to the second issue of the publication for this year. We have included three papers inside this issue. Pickles and Duggie's paper describes a VM approach to the complex issues involved in determining the value of landscape, the reasons for evaluating landscape and how to bring landscape evaluation into the development process. The paper by Dallas explores the roles played by Value, Risk and Stakeholder Management (including Partnering) in averting project failures by putting in place programmes of activities to identify those things that are vital for success, ensuring the conditions and organisations infrastructures are in place to deliver success and managing the expectations of all the stakeholders to work together towards success. An approach to create a positive experience from what some people view with scepticism or even trepidation is introduced. In his paper, Yeomans proposes that it is a smoother transition for a trained and experienced facilitator to absorb and exact value management than vice versa. This paper recites some of the author's previous work and presents a view on VM facilitation that embraces, challenges, and decodifies some of the myths surrounding facilitation but, in so doing, exposes a potential loophole in the delivery of VM. Special emphasis is placed on the inherent aspects of personhood such as charismatic style, authentic behaviour, inter- and intra-personal shifts and the ingredients that simmer over time towards the ultimate facilitation state of distress-free authority. I hope you enjoy reading these papers and do not forget to submit your own papers to share with other members of the institute.

Dr. Geoffrey Q.P. Shen
Editor, The Value Manager

MESSAGE FROM THE PRESIDENT

Tony Wilson
President of HKIVM

Greetings members and colleagues. Easter has come and gone with many of us having to change or cancel travel plans. Hong Kong has again suffered major misfortune with the SARS outbreak. We think that things cannot get any worse but sometimes they do. When this does happen, we must have a positive outlook and approach. A friend of mine sent me an email enclosing a few short personal statements which are worth passing on.

- At least 15 people in the world love you in some way.
- Sometimes a smile to a stranger can improve their day (bit difficult under a mask!)
- Believe in yourself and go for your goals.

These small things can cheer us up and add some value to life. Would VM have helped with the SARS crises? A workshop to investigate the worst case scenario might have been able to identify risks and prepare a better contingency plan to react to the circumstances more quickly.

One question that everyone asks is, "What is the difference between Value Management (VM), Value Analysis (VA) and Value Engineering (VE)?" There are a number of definitions but an explanation of common understanding in the USA by Jerry Kaufman is as follows:

- VM An overall umbrella term including early preliminary stage studies and softer issues describing the value methodology, principles and concepts.
- VA "After the fact", analysis of something that has been completed to seek improvements.
- VE "Before the fact", evolution of the development of a project or project.

Jerry prefers the following marketing distinction of VA and VE: Marketing defines VA as the market analysis to determine what characteristics the customer determines has value, or what they will pay for. VE is the engineering of those functions and attributes into the products, or process offered to that market.

Regarding the HKIVM Council, we have met 3 times and are progressing the facilitator training issue for our members but this has been affected by the SARS. Our lunches schedule has also been temporarily deferred. We will pick up on these as soon as practicable.

Our International conference is seeking papers. How about you or your colleagues presenting a paper? Our themes are:

- The Legacy of Larry Miles who provided the concept in the early days;
- Sustainable values, green issues, how and when to position them.;
- VM for competitive advantage;
- Knowledge and Innovation.

The deadline for abstracts is May 5th but we can give a bit more time normally. Please inform our organizer soon, Tel. 2559 9973 or email hkivm@icc.com.hk.

For those of you interested in partnering, you might like to contact ETWB, Mr Y.S. Chan AS(WP)3 in the Works Policy Unit, Tel. 2848 2760 for advice on possible listing.

I visited Ric Grosvenor Brisbane in Australia to present him his life membership certificate, gift and our thanks again for his great help to us. He sends his regards to all and his contact email is: ric.grosvenor@jhg.com.au and Tel: (61) 7 3368 3144. Ric is the Executive Director for Property, Facilities Management and Building Services, a new division serving International clients for John Holland Services Pty Ltd.

I trust you will all take care, add value to everyone's lives and keep healthy and well.

Regards,
Tony Wilson

HONG KONG - CITY OF CHANGE

Lindsay Pickles
Pontex Ltd, Hong Kong

And

Alexander Duggie
Urbis Limited, Hong Kong

ABSTRACT

Hong Kong is perpetually being redeveloped, further developed, knocked down, and built up. Skyscrapers soar to compete with the mountains. Mountains are bulldozed to create platforms for infrastructure. Teams of planners, architects and engineers work to create new towns for the ever-increasing demands of an ever-expanding population. Hong Kong is a beautiful city. Vast areas of parkland, untamed countryside exist in close proximity to dense urban conurbation. Hong Kong wishes to retain its position as a premier city in Asia and to become a world class city. It is perceived that development must continue to maintain and enhance the economic aspects of Hong Kong's greatness; aspects that make Hong Kong the place where people want to come and live and work. Economics is not the only answer. Without the world class environment and social structure, Hong Kong's economy will not be sustainable. Recently people of Hong Kong are questioning the process of development. They are asking how can Hong Kong continue this pace of development and enhance and retain the beauty of the location whilst pursuing the development improvements so greatly desired by its inhabitants. As part of an ongoing study into the evaluation of landscapes, a VM workshop was held to look at ways in which landscape value could be bought into the sustainable development equation. It considered the value attributes of landscape and looked at ways of bringing these attributes into formal consideration of strategic planning and development. This paper describes a VM approach to the complex issues involved in determining the value of landscape, the reasons for evaluating landscape and how to bring landscape evaluation into the development process.

INTRODUCTION

The question of "value" is fundamental to the VM practitioner. How do we value or place a measure of importance on the future development of Hong Kong and so establish what will have a negative impact. This is especially difficult when measuring intangible values, aspects over and above the basic "function" or "purpose". One of these intangible values is the consideration of landscape. Landscape is a vital part of our environment and is one of the most important components of our quality of life. Landscape is the aggregate effect on an observer, produced by the natural and man-made features on land. It is defined by natural features, human features and cultural associations. Yet how do we value it and evaluate the sensitivity and importance of landscapes and the impact of major development on the landscape.

Landscape is a vital part of our environment and is one of the most important components of our quality of life. In the broadest sense, it commonly refers to the appearance of the land cover, but also includes such components as its shapes, textures and colours, and reflects the way in which these various components combine to create specific patterns and pictures that are distinctive to particular localities. It encompasses the whole of the natural and man-made environment, urban and rural. The patterns and textures of buildings, streets, open spaces and trees, and their interrelationships within the built environment are each important parts of our wider landscape heritage.

Hong Kong has extensive undeveloped tracts of natural landscapes with different landscape character. Some of these areas contain a diverse habitat supporting numerous native plant species and a varied wildlife, both resident and migratory. In addition, there is a long history of human settlement and a variety of cultural relics associated with the settlement.

A Study to conduct Landscape Value Mapping is being carried out for the Planning Department by Urbis Limited, supported by ERM Hong Kong, Stephen Brown Landscape Architects, and Ecoschemes Asia Limited.

The main objective of the Landscape Value Mapping Study is to establish essential

landscape baseline information to provide a systematic reference framework to facilitate landscape assessment and broad environmental assessment of major projects at a territorial level. To do this, gaps in the existing information need to be filled and the baseline conditions of existing landscape resources established, as a benchmark against which to assess future changes. A systematic classification system needs to be developed together with consistent evaluative criteria to allow measurement and evaluation of the sensitivity and importance of landscape character types and areas.

THE VM WORKSHOP

The Value Management Workshop was held once some initial information had been determined by the study team and an initial system of landscape classification established.

The primary purpose of this Workshop was to involve stakeholders in the study process, informing them of the progress and findings of the study and inviting them to contribute to the further development of the study.

Further, the objective of the Workshop was to consider the initial system of landscape classification parameters developed so far in the Study and to discuss and establish an initial set of landscape evaluation criteria.

The Value Management Workshop followed the five-stage "job plan". Information about the scope of the project and the issues surrounding the project were shared and analysed. Only then were ideas generated to resolve these issues and problems. This part of the workshop relied on divergent thinking, seeking to widen the terms of reference and creatively determine the best solutions. The ideas were then judged and evaluated to seek the best ideas available from those participating.

THE PARTICIPANTS

Value Management is about clarifying and satisfying customer needs, which may include the needs of the client and end-users. It is about creating ideas as to how a system can best do its job at the nominated levels of performance and quality. It is about challenging assumptions. It is about participation by client, stakeholders and end-users.

Although many relevant individuals and organisations were invited, not everyone could participate at the workshop. There is always a risk that some aspects of the problem may not be fully appreciated and some constraints not identified. It is important to have as wide a range of stakeholders participating as possible as interested parties outside the project team focus can challenge assumptions and change paradigms and so allow different ideas to surface.

Participants from various Government Departments took part in the workshop as well as those from some of Hong Kong's Professional Institutes. The Planning Department was well represented and a number of key experts in landscape mapping and evaluation joined the workshop to give both their professional input and to resolve the particular issues facing Hong Kong. A different set of participants may well have different perceptions and end up with different ideas.

INFORMATION ABOUT LANDSCAPE EVALUATION

There are essentially two different ways to approach the assessment of landscapes. An objective process is used to measure, quantify and classify the resources in the landscape and a more subjective process used to consider the character of the landscape, using qualitative information to evaluate its value.

Characterisation is objective and repeatable. Evaluation is not objective but should be systematic and transparent. Action following evaluation may be to designate landscapes which have high value, develop strategies to conserve or enhance areas and produce guidelines or capacity assessments for development. Landscape elements can be either integrated or separated or a hybrid approach can be followed. The characterisation can be through GIS analysis or preferred typology. Judgments can be made by experts or the public or both.

By describing a series of case studies to explain how different approaches have been taken in

other parts of the world, choices to be made in Hong Kong were considered.

Key issues for evaluation include the valuation of areas or key features, of the landscape as a whole or specific interests. Both ways have been done in other studies.

The Special landscapes approach evaluates areas as a whole and measures importance against criteria. It is easy to understand but open to challenge and can be seen to devalue other areas.

The environmental capital approach evaluates individual features of the landscape and may focus on the benefits that they provide. The advantage is that the approach is rigorous and transparent but can be seen as complicated and difficult.

Written guidance in strategy maps can provide capacity assessments for different forms of development. It is tailored to specific purposes and goes beyond simple evaluation. It can identify opportunities as well as constraints by giving helpful advice but requires much extra work and lacks enforceability.

Individually, evaluation criteria provide a measure of the importance of a landscape but it is difficult to aggregate them.

In many other studies, stakeholder participation played a key role in determining the significance of change.

VALUES & OBSERVATIONS

To obtain a view of the value of aspects of landscapes, participants were asked to identify the key issues and areas of importance in their perception and understanding of Landscape evaluation. The purpose of this exercise was two-fold - to allow participants the opportunity to air their views and make them known to the workshop and to enable them to begin to understand others points of view. The aggregate of key issues was posted at the workshop to serve as a reminder over the remainder of the day. The aim of the workshop was to achieve an outcome that reflected all points of view.

- Promote Sustainable Development

- Introduce Landscape into assessing development proposals
- Flexibility and appropriateness in applying scale
- Find compromise between resource and character assessment
- There is a difference of perception of what is landscape - How do you find out?
- Avoid further damage to landscape and identify improvements
- Increase community awareness
- Map in 3-dimensions - and include time
- Express impact in a transparent manner
- Take the widest possible definition
- Integrate landscape with other environmental concerns
- Landscape is not just trees and water
- Identify areas of high landscape value - priority funding
- Commonly acceptable standards for direction of future development - both from the Public & Government
- Need for comprehensive landscape policy
- Celebrate good aspects of Hong Kong
- Understand public's appreciation of landscape
- Obtain an end-product that is useful for different user groups
- Determine how to "plug in" subjective values into an objective approach

FUNCTIONAL ANALYSIS

Function Analysis is a tool that considers the purpose or function of the project under consideration and sets out the other purposes in a framework of abstraction. The starting point of the analysis is the Questions "Why?" and "How?", when applied to a basic function - in this case the Basic Function is "Evaluate Landscape".

This questioning approach served to focus the minds of the participants on the real issues facing the study, what was important and what

had to be considered to reach a satisfactory outcome.

These included aspects such as control and enforcement, the effects of pollution, the perception of the public and Government Departments on the need for Landscape Management including training and awareness.

Function Analysis Diagram
Landscape Evaluation
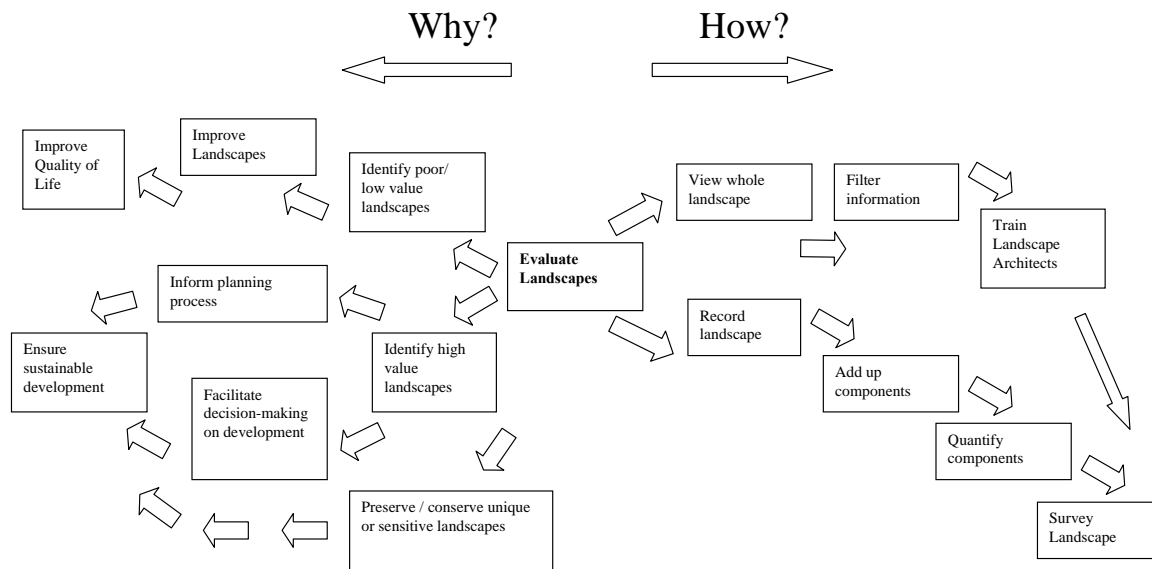
CREATIVE THINKING

Once as full an understanding as possible had been shared of the need for and concerns about landscape assessment, the purpose of evaluation systems, and possible technological solutions, participants began the idea generation phase to consider specific solutions.
Participants were divided into groups for the idea generation. A group of 5 - 7 people is considered to be the most effective size of group for idea generation. With a larger group, there is a tendency for quieter members of the group not to have input and with smaller groups the synergy of group thinking is lost.

Each group was asked to take the information they had received at the workshop and their understanding to consider the evaluation process. Each group was invited to present the collective view of their group to the whole workshop and all participants invited to contribute any further ideas.

Examples of Landscape Character Types and Areas at Ma On Shan & Central / Sheun Wan were available to be used to resolve the following question:

"How do we could get from the Base Data (landscape parameters and landscape character types) to an Evaluation of the Landscape?"

The outcome of this exercise was aimed at helping inform the development of Initial Landscape Evaluation Criteria. These are needed to make judgements related to the value of landscape, for the ultimate purpose of informing policy decisions to be made by Government.

The presentations made by each group were very different in content and approach, reflecting the wide range of possibilities and concerns surrounding landscape evaluation.

THE OUTCOMES

The presentations highlighted the different points of view regarding the use of Landscape Mapping, as well as the different ways evaluation can be carried out. Conflicting views of the means of evaluation and the uses for evaluation emerged through the presentations and during the resultant discussion.

One point of view was that a high level policy, clear-cut evaluation and means of enforcement were required. There was a need for an absolute evaluation of all landscape units, carried out by following a list of criteria so as to be above argument. Where information is collected on an area basis, analysis can be carried out on the basis of evaluation criteria to determine the current status of the landscape. The resources, such as area of woodland, can be quantified.

The other point of view was that an absolute value for a Landscape Character Area would be difficult to obtain and may be counter-productive because it would raise issues outside landscape evaluation relating to property prices and blight. A comparative evaluation of levels of landscape sensitivity would be preferred.

A form of evaluation, which avoided controversy and confrontation, would require a descriptive analysis of the landscape.

As a compromise, it was suggested that the key parameters or features of each Landscape Character Type should be evaluated but that the values should not be aggregated. This approach follows the simplified environmental capital method, which evaluates individual features of the landscape and focuses on the services / benefits that they provide. No absolute judgement would be made on the landscape value of the area as a whole.

The change in individual parameters could then be monitored in a neutral way; at a later stage decision-makers could make judgements as to whether the impacts of the changes are good or bad.

To assist decision-makers, an agreement on what sort of changes would be detrimental and so cause negative impact and what sort would provide change for the better and cause positive impact and a value of the sensitivity of the landscape would be useful.

CONCLUSION

This case study shows Value Management used in a strategic problem sharing and resolving situation.

It was a complex problem where a lot of information needed to be assimilated by the participants in order for them to understand the issues.

The structure of Value Management allowed the information to be presented and questions to be raised in a positive, objective and systematic manner.

The use of functional analysis assisted the questioning process. It allowed participants to concentrate on the "why?" and possible effects of Landscape Value Mapping and helped to inform and surface possible problem areas that were related to mapping.

Brainstorming the issues in smaller groups within the workshop allowed different themes and points of view to be developed. Whilst there was insufficient time to allow further consensus on the issues, the process did provide a basis for the study team to take the study forward and recognise issues which may emerge during future public consultation.

The diverse views that emerged from this relatively small workshop showed that stakeholder participation must be taken seriously. There was a lot of discussion as to the purpose and effects of Landscape Evaluation.

REFERENCES

Planning Department Consultancy Agreement No CAO K17 Landscape Value Mapping of Hong Kong Working Paper 2.1 Value Management Workshop Report Urbis Limited in association with ERM Hong Kong Ltd, Stephen Brown Landscape Architecture, Ecoschemes Asia Limited and Pontex Limited. 11 January 2002

CREATING CONDITIONS FOR SUCCESSFUL PROJECTS

Michael Dallas
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ABSTRACT
If projects go wrong, the reasons for failure can usually be traced to one or more of the following causes:

- Lack of clarity and understanding of Client brief and objectives;
- Inadequate definition of team roles, responsibilities and competencies;
- Poorly thought out management structures, lines of authority and communication;
- Funding and business issues including changing market circumstances;
- Sub optimal information release, decision making in terms of timing and adequacy;
- Influences of third parties;
- Difficulties in obtaining satisfactory planning and statutory approvals, including health and safety;
- Problems with construction, site conditions, ground conditions, weather and access; Procurement uncertainties affecting cost, time or quality;
- Unresolved or un resolvable design issues;
- Contractor solvency, competency;
- Operational shortcomings after handover
- Force Majeure, natural or man made disaster.

This paper will explore the roles played by Value, Risk and Stakeholder Management (including Partnering) in averting these failures by putting in place programmes of activities to identify those things that are vital for success, ensuring the conditions and organisations infrastructures are in place to deliver success and managing the expectations of all the stakeholders to work together towards success. We have developed an approach to create a positive experience from what some people view with scepticism or even trepidation.

The programme begins with a launch event combining the core attributes of Value, Risk and Stakeholder Management into a single structured workshop. It begins with a short period of consultation, during which we explore the identities and views of all principal stakeholders. A workshop then addresses the issues raised to put in place appropriate programmes for Value, Risk and Stakeholder Management.

We have found that senior managers of major corporations find the approach a refreshing and positive experience, engaging all contributors in high level strategic debate. In these times of great uncertainty, the approach enables the project team to plan ahead constructively, to minimise uncertainty and take advantage of every opportunity to add value.

INTRODUCTION

All projects are fraught with risk by the very fact that they seek to bring about change. Construction projects are particularly risky because, not only might the business environment in which they are conducted change (requiring changes in the nature of the project) but the outcome of the project is pretty permanent and not easy to change. In addition the construction process is fraught with uncertainty since there are few, if any, actuarial databases upon which to draw.

Construction projects are also expensive, usually conducted within tight time lines and unique - there is very limited opportunity for repetition in many construction projects - even where the end product is inherently similar. Standard solutions must be tailored to fit the site. Different individuals may be involved in the delivery. Most of the product is made, on site, in less than ideal conditions. Each project has its own, individual, constraints. Many projects seek to satisfy the needs of a multiplicity of stakeholder, each with very different needs.

Against this backdrop, it is hardly surprising that there are numerous, so-called, failures, where the project does not come up to expectations. Frequently companies go bust as a result.

This is bad for clients, bad for their customers and bad for the industry. It generates distrust and confrontation, each party blaming others for failures. In short it brings our industry into disrepute. One reason for such 'failures' lies in the historic procurement priorities in construction. Selecting consultants, following fee bidding, on lowest cost. Selecting contractors on lowest construction cost. Placing all risk on the delivery team, consultants and (mainly) contractors. Such priorities ignore the value that the delivery team can buy to the process. They breed a defensive blame culture. They lead to further shedding of risk down the supply chain to those least able to control it. The result, once again, can so often lead to reduced quality or corporate failure.

CAUSES OF PROJECT FAILURE

When one examines the causes of such failures it is usually possible to trace the origin back one or more of the following:

1. Funding and business issues including changing market circumstances;

2. Lack of clarity and understanding of Client brief and objectives;

3. Inadequate definition of team roles, responsibilities and competencies;

4. Poorly thought out management structures, lines of authority and communication;

5. Sub optimal information release, decision making in terms of timing and adequacy;

6. Influences of third parties;

7. Difficulties in obtaining satisfactory planning and statutory approvals, including health and safety;

8. Problems with construction, site conditions, ground conditions, weather and access; Procurement uncertainties affecting cost, time or quality;

9. Unresolved or un resolvable design issues;

10. Contractor solvency, competency;

11. Operational shortcomings after handover

12. Force Majeure, natural or man made disaster.

The first two of these are directly linked to the very reasons for undertaking the project - the benefits to be gained - or the understanding thereof - we call these the Value Drivers.

The next three are mainly driven by the way in which people interact - their roles, responsibilities and the effectiveness of communication between them.

The rest are, in the early stages of project at least, unpredictable and represented by risks and uncertainties.

CREATING THE CONDITIONS FOR SUCCESS

Based upon the above observations, we have developed an approach to minimise these shortcomings and, thereby, create the conditions for a successful project.

There are, of course, other techniques to sustain successful project delivery, but these must be the subject of another paper.

There are three strands to this approach:

1. First we must identify what represents Value and how this will be delivered - Value Management

2. Next we must understand how people will work together - Stakeholder Management

3. Finally we need to understand the main risks and uncertainties and devise strategies to minimise the consequences of them - Risk Management.

You are all familiar with the proposition that the earlier one applies these techniques, the more effect they will have. None of them should be considered a "sticking plaster", to be applied only when things have gone wrong. Our 'Conditions for Success' approach, therefore, takes place at our earliest involvement in the project - ideally before the

concept is decided. The process culminates in a "Project Launch Workshop".

PREPARATION

Preparation is important before any workshop. It is **imperative** in this case. So, the first step is to meet with the client to understand the strategy behind the project. This meeting will, typically, address the following issues:

- What are the objectives of the project in terms of the benefits to be realised?

- Who are the key stakeholders who might influence or benefit from the project?

- Who are the delivery team (if appointed)?

- What are the Value Drivers, from the client's perspective, how may these be measured and what is their relative importance.

- If a conceptual scheme exists, how well does it fulfil the client's ideals?

- What is the timetable for project delivery?

- What are their main concerns?

Armed with this information we will speak with all key members of the delivery team and, if appropriate, some external stakeholders to build up a thorough understanding of the risks to the project, the likely views and influence of the main stakeholders and their perception of the Value Drivers. We analyse all this information and prepare three documents as input to the workshop.

- A model linking the Project Objectives, through the Value Drivers, to the Design Considerations - This is, in essence, a high level function analysis, reflecting the input from those we have interviewed.

- A stakeholder matrix.

- An Initial List of Risks, qualitatively assessed, to indicate their severity and grouped under the headings listed at the beginning of this paper, the causes of project failure.

THE WORKSHOP

Selected stakeholders, including the Client, the Delivery Team, Users and other specialist advisors are invited to attend a workshop, usually of about 1/2 -1 day duration. They are given the input information well beforehand.

The workshop then focuses on two things:

1. Refining the input documentation to a point where all present have "bought into" the models. This process involves a high degree of group learning and ensures that all present share a common, in depth, understanding of the project and the issues surrounding it.

2. Identifying management actions to resolve the issues that have been highlighted.

Review of the Value Driver model will generate Value Management actions.

Review of the stakeholder Matrix will lay the foundations for Stakeholder Management.

The combination of these identifies the team's common interests, communication strategy and problem resolution process.

A key element of the workshop is the handling of risk. As part of the preparation, the facilitator will prepare a list of questions, informed by the risks in the Initial List of Risk. Posing these, carefully compiled questions to the team, brings about a very positive discussion and maintains focus on project risks at the highest level. The outcome is a really meaningful high level risk management plan. The high level risks, and the actions relating to them are added to the Initial List of Risks to create the Risk Register for on-going management. Finally the team will agree their ongoing plans for Value Stakeholder and Risk Management.

In summary, the Launch workshop provides a very positive event, involving all key members of the project delivery team, to ensure:

- A common understanding of the project.

- A Value Management plan.

- A Risk Management plan.

- A Stakeholder Management Plan.

These plans will ensure that the conditions are in place to enable successful implementation of the project.

A CASE STUDY

Redevelopment of a major site in Central London.

(Please note that for reasons of confidentiality I have changed some of the details of this case study. It does however serve its purpose to illustrate the process).

The opportunity to redevelop this site arose out of a strategic decision for a business to relocate its headquarters to outside London, in order to reduce operating costs, collocate all its Head Office staff (currently occupying several buildings) and to bring about changes in working practices. Our client explained the above at a strategic briefing meeting. He went on to explain that the company had decided that, rather than attempt to redevelop the site itself (since this was not its core business), it would sell to a developer. In order to maximise the Value of the site, it decided to obtain planning permission before selling and had commissioned a project delivery team to work up suitable designs and obtain planning consent.

At this stage no design existed.

As might be expected of such a site there were numerous stakeholders, outside the immediate project delivery team, who could have a profound impact on the design proposals. These included the local planning authority, a long established landlord who owned significant areas of adjacent property, the adjoining residents, the local commercial and retail organisations and many others.

Following the briefing meeting we interviewed the key members of the project delivery team and developed the input documentation for the workshop.

The project objective may be summarised as "to maximise the value of the site by enabling its redevelopment with a world class scheme with planning consent". The main value drivers were identified as: -

1. Maximise potential income from the redeveloped site.
2. Create a lasting positive image.
3. Attract developers.
4. Enable an excellent environment for users.
5. Minimise costs in use.
6. Satisfy planning and other third party constraints.
7. Enable construction.
8. Manage delivery effectively.

Each of these Value Drivers was given an importance weighting (assigned by our client) and one or more measures to assess how well any proposed scheme fulfilled the requirements.

Since, there were no design proposals, each of the above value drivers was linked to a number of design considerations, each of which would assist in delivering value. This document therefore provided the basis for the Design Brief without prescribing solutions. This encouraged the design team to explore innovative solutions to deliver maximum value.

The information gathered on stakeholders was assembled into a table showing the name of the stakeholders, their potential influence on the project and their likely stance. Space was left for the workshop team to identify the approach to managing the stakeholder and who would lead the approach.

Using the list of risks identified before the workshop, we prepared a list of project specific questions for the workshop team to address, for example:

- Do you now have a clear understanding of what the client wants to see in this project?

- Are the user and third party expectations fully understood?

- Is there a Project Execution Plan setting out a clear process for delivering the project and detailing individuals roles and responsibilities?

- Is there a coordinated design programme showing each contributors inputs?

In all there were about 25 such questions.

The workshop team comprised 18 senior individuals from the client and the delivery team. We started with breakfast and light hearted session to help everyone to relax and get to know each other a little better.

Next, five key contributors including the client, outlined their expectations from the workshop and the issues they wished to address. There followed a spirited discussion of the project objectives, value drivers and design considerations. Since this was the first time the whole team had got together in the same room, there were many challenges to the model we had prepared beforehand. After about an hour we arrived at a (much modified) model which had the full support (and understanding) of all present. This was a significant achievement.

Discussion of the stakeholder matrix was much shorter. There was broad consensus from the outset in the analysis. The actions to manage individual stakeholders were fairly self evident, as were the owners of those actions.

The afternoon was given over to reviewing the questions posed by the risk analysis. Some had been effectively answered by the outcomes of the morning session. Others led to much longer debate. By tea time, the team had identified 23 high level, short term, actions to put in place the foundation stones for effective management of the project. These actions broadly covered three themes:

1. Establishing clear and effective communication and decision mechanism between the client and the team.

2. Setting up a robust project management structure.

3. Activities to move the project forward.

The final hour of the workshop was given over to summarising and consolidating items described above and agreed on-going value, stakeholder and risk management plans.

Workshop participants left the workshop with a copy of the main outcomes. These were captured, together with all the supporting information tabled during the workshop in a formal report, issued within a week.

CONCLUSION

All too often major projects start without a clear understanding, by all concerned, of the optimum outcome. The management infrastructure is not properly in place and procurement strategies are not thought through. The result can be that significant problems arise later on. By convening a carefully structured workshop at the outset of the project, the project team can set off with a thorough, common understanding of the project and its priorities. They will gain clear insight of what drives value, who has an interest in the project and develop robust strategies for managing risk. Finally, this workshop will ensure that the foundations for effective project management are in place. In short, the process creates the condition for a successful project.

JUGGLING WITH CHAINSAWS: THE SCIENTIFIC ART OF FACILITATION

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ABSTRACT

Whether facilitation is a science or an art, or both, or neither is not particularly important. What is important is that it is the essential ingredient in making group processes work (assuming, of course, that there is a group to begin with). This paper proposes that it is a smoother transition for a trained and experienced facilitator to absorb and exact value management (VM) than vice versa. The author invested five years researching a Masters degree into the requisite attributes and abilities of the VM facilitator. Six years on, as a practicing VM facilitator, the links are made between theory and practice and between "general" and VM facilitation. High-level facilitation skills are the key driver to successful VM. No argument here. The provocation is, however, that there is possibly not an overabundance of high-level facilitation expertise in the VM community. We stand but we don't deliver. Perhaps. This paper recycles some of the author's previous work and presents a view on VM facilitation that embraces, challenges and decodifies some of the myths surrounding facilitation but, in so doing, exposes a potential loophole in the delivery of VM. The acquired mechanics of facilitation (tools and techniques) and approaches to facilitation are reviewed. Special emphasis is placed on the inherent aspects of personhood such as charismatic style, authentic behaviour, inter- and intra-personal shifts and the ingredients that simmer over time towards the ultimate facilitation state of distress-free authority. The paper is unapologetically provocative, evocative, emotive and informative.

INTRO

This paper was inspired by a VM workshop carried out towards the end of 2001 on a major infrastructure project some distance south of Perth in the Darling Range of Western Australia. The client had seen fit to hold the workshop on-site and the long-defunct tearooms presented as an "ideal venue" which would subsequently become the site office. Had the building been air conditioned, life would not have been made anymore comfortable as the power had not been restored (two government agencies talking to each other? No chance.). The mercury hit 37 Celsius by 9.30 a.m.

A makeshift boardroom had been assembled with a table that seemed larger than the tiny room, but the seventeen participants should have been able to squeeze in. As the thirty-second punter arrived, alarm bells were approaching a crescendo. After the preliminaries were dealt with (a critical facilitation stage) the whole thing imploded as the project director announced that we should all move into the larger, open area. The larger, open area of semi-constructed tables and half-dilapidated chairs. The group dynamic had to

be resurrected after much disruption and perspiration.

The pre-agreed workshop objectives were challenged by two authority figures (not unusual), thus the focus of the workshop was diametrically opposite to the perceived intent prior to that moment. In addition to some points scoring due to a recent organisational restructure, the chief designer suddenly stood to have his two years of work dramatically altered, if not disposed of. Resistance issues were abuzz. As were the mosquitoes.

One particular participant, who had a higher degree in being obnoxious, caused this facilitator to let his guard down inadvertently and temporarily and a terse and sarcastic exchange caused the participant to leave, much to the joy of the remaining team but to the chagrin of myself. Oh, and the lunch didn't turn up.

The outcomes of the workshop were robust and a challenge to the project team. The decision-makers were delighted, the coalface was horrified. Much blood, sweat and tears had been spilled and on this day, particularly sweat.

Yet on reflection, after a cold beer, somehow another rabbit had been pulled out of the hat. From a facilitation point of view, we weren't given a chance but managed to prevail, albeit physically, intellectually and somewhat emotionally battle-scarred and weary. How come? Whilst the VM process itself tacitly deals with potentially inappropriate participant behaviour, the facilitator is still left deftly marching down the tightrope between a robust workshop outcome and failure.

Reflective practice is a key developmental activity for any facilitator. This particular experience triggered a reflection of my own relatively short (six years) VM facilitator career from a world of theory and intellectual ping pong to the harsh reality of living up to heart-felt notions of distress-free authority and charismatic style. In 1995 I delivered a paper to the Institute of Value Management Australia Conference on facilitation entitled "Dances with Clients". Perhaps the title of this paper gives a sneak preview of that reflective practice over a second cold beer one hot night last December.

BACK TO BASICS

It is not the intent of this paper to trawl through the depths of group dynamic and facilitation theory. However, it is useful to revisit some of the fundamentals of our craft, as there appears possibly to be some basic misinterpretations, if not misunderstandings, about the role of the facilitator generally, and particularly in a VM context.

Content versus Process - probably the single most important facet of facilitated processes to take on board and, indeed, the delineation of which gave birth to the concept of the facilitator thirty years ago. Content is the "what" factor, the subject matter, the detail, the inputs and the outputs. Process is the "how" factor and deals with the way in which the content is dealt with. Process is far-reaching. It is made up of individual and group tasks and micro- and macro processes. VM is a process. Function analysis is a process. Dealing with difficult people is a process. Arrival at the workshop is a process...and so it goes on.

A third factor which needs to be taken into account with any discussion of content and process, leadership and facilitation and meetings and facilitated, participatory management activities is that of power. And this too leads to some confusion and debate viz the VM facilitator's role and responsibility. Power is the stuff of the traditional chairperson - the decision-maker. The Chair will run the meeting (process), drive what will be "discussed" (content) and dictate the outcome (power). This is a traditional model and still predominates throughout the world. More's the pity. Doyle and Strauss unravelled this web in the 1970's and came up with the concept of a more inclusive and participative approach to getting things done. Thus the new role of the facilitator came into being, leaving the traditional executive authority figure to still wield power in the decision-making (where appropriate) and to contribute to the content, but in this new model, as one equal voice among several.

Facilitation therefore, in a nutshell, is the management of process. End of story. The facilitator does not become involved in the content (apart from craftily asking the occasional dumb question, when appropriate, to assist with process issues) and is not the leader in the sense of commanding the outcomes, making recommendations or indeed dictating the process itself. I am well aware that there is a strong view out there that the only person who can run a VM on a nuclear power plant is an engineer with a thousand years' experience working on nuclear power plants.
I am well aware that there is a strong view out there that the leader of a VM exercise should be just that - a leader, relentlessly pursuing a cookbook approach to the Job Plan and look out anyone in the team that tries to stand in the way. I am well aware that what I have said already flies in the face of such views and for that, I am sorry, but I make no apology.

The previous paragraph raises a few issues which segue into definitions and approaches to facilitation. Meaningful definitions are as scarce as hen's teeth but Roger Schwarz gathers in many of the key fragments when he proposes that:

> *Group facilitation is a process in which a person who is acceptable to all members of the group,* substantively

neutral, *and has no decision-making*
authority intervenes to help a group
improve the way it identifies and solves
problems and makes decisions, in order
to increase the group's effectiveness"

Neutrality is a key to effective facilitation. Neutrality applies at two levels. In one breath it refers to neutrality and independence from the content of the VM (sorry Mr Thousand year old nuclear power plant engineer) and also neutrality from the organisation or the project team. By now, of course, I have also managed to upset both the in-house facilitation brigade and those who provide VM facilitation as part of a larger commission. I make no apology. Sorry.

Another key word Schwarz uses in the definition is intervention. Everything we do as facilitators from speech to unleashing subtle energies is an intervention and this term will keep appearing.

There are broadly three representations of the way in which facilitators operate, although the language and terminology varies. Briefly there is the **Dominant Approach** whereby the facilitator is authoritative (literally), autocratic and often exploitive. This is possibly the domain of the content expert or frustrated leader whereby they cannot help but bang the drum.

This is not to say that this approach is wrong - many successful VM facilitators recognise this in themselves and genuinely believe it is the only way to go. Some participants respond positively to this teacher-pupil approach whereas others might switch off or rise to the bait and, metaphorically, take the facilitator on.

The **Collaborative Approach** finds the facilitator working with the team in an atmosphere of co- operacy, moving in and out of the action as required - this is the lubricating the machine approach. It is argued that this raises participants' trust and co-operation and hence greater creativity and general synergies are allowed to flourish. I personally disagree with the group psychologists and psychometricists and believe that this is the most useful approach to VM facilitation and possibly most applications of facilitation.

The **Transparent Approach** is the antithesis of the dominant character and leaves the group to find its own way and take responsibility for its well-being and performance. There is a very fine line between this facilitation application and the abdication of the role. Again, some participants rise to the challenge and flourish in this climate whereas others might become derailed at the apparent lack of structure and "leadership". When I have dabbled with this approach and thrown open process issues to the group to seal a part of its own fate, the response on more than one occasion has been "you're the facilitator, you tell us..." Or words to that effect at least.

So, having got that sorted out, does the facilitator simply turn up armed with a knowledge of the Miles methodology and a few aids and hope for the best? Some might, but the answer is a resounding "no". The scientific art of the facilitator has been well described as that of a task and technique specialist balanced with a sensitive attention to people and the way they interact. The following random list of micro and macro activities and interventions hardly scratches the surface of what needs to be attended to during a typical VM workshop:

- Develop trust
- Manage time
- Employ flexibility
- Engender creativity
- Maintain neutrality
- Actively listen
- Build synergy
- Convert conflict to consensus
- Implement a large range of techniques
- Supportively confront

And the list goes on and on. Some of these issues are fairly tangible and obvious, others are more subtle and as difficult to describe as to practice. This intangible stuff is the very essence of facilitation in my view. And this is where I lose some people. Sorry. This is the territory of inherent and acquired skills which pervade many callings, of which facilitation is

but one. We can read about facilitation. We can complete facilitation-training courses. We can memorise a large number of micro-processes as part of this to give us a handy toolkit of things to do in certain situations and with a bit of skill and/or luck, we can use them at the right time and for the right reason. But that isn't enough. Inherent skills or qualities play a vital role in setting and manipulating the group dynamic. It's one thing to be able to diagnose behavioural impacts on the group and possibly even have an idea what to do and when by way of intervention, but it is quite another to be able to swing it to maximum effect. My own facilitation luminary John Heron places these ethereal and incorporeal ingredients in the domain of personal style. Of the facilitator's style, he suggests:

"Facilitator style, in my view, transcends the rules and principles of practice, although it takes them into account and is guided by them. There are good and bad methods of facilitating any given group, but there is no one right or proper method. There are innumerable valid approaches, each bearing the signature of different, idiosyncratic facilitators"

I'm with you John.

The facilitator is a compendium of the spiritual, psychic, emotional, perceptual, practical, conceptual, imaginal and intuitive. He or she is constantly in a position of full emotional control, attuned to the participants and the group as a whole, able to grasp significant cues, processes the relevant, reflects and orchestrates and exacts a therapeutic plan towards the group's best interests. And all in a fraction of a second. Charisma (not to be confused with extroversion) plays a major role whereby physical presence makes a difference, a flash of the eye can speak a thousand words and subtle energies abound. We can work on some of this but it tends to be more fundamental than that. Spin and image merchants try to airbrush charismatic makeovers of their political masters to often laughable ends to "make" them more authoritative or alternatively less arrogant.

But charismatic authority doesn't grow on trees or come in a jar. Nelson Mandela has it and Bob Geldof has it. Bill Clinton has it but George Bush doesn't. And if you have any

doubt about the importance of charisma, ask yourself how comfortable you would be in the presence of Jack Nicholson or Margaret Thatcher.

CHAINSAWS

So that represents a brief view of the world of facilitation through this particular pair of eyes. Perhaps a bit esoteric for some, a bit "I'll have half a pint of what he's on" for others and perhaps a call to get a grip of the real world of testy VM where there is no place for honouring personhood and concerning one's self with authentic participant behaviour, let alone clogging up the thought processes with intervention cycle models, educational alienation, psychological defensiveness, cultural oppression and metaphors of group development.

So how does all this translate into reality? Perhaps surprisingly well. It can be useful during both reflective practice and during the action itself to imagine a freeze-frame image of what is happening to the group and oneself at any moment in time.

Invariably the snapshot will enable analysis that fits with much of the learning of facilitation (theory if you wish) and opens many hints and opportunities of how one might tackle a similar situation next time or indeed how to intervene and to what end within the next second if the facilitator has the capacity to process all this supporting information live.

A large percentage of VM workshops undoubtedly go fairly smoothly with the majority of facilitator interventions simply ironing out the blimps of personality clash, defensiveness, soap-boxing etc. This is fairly basic stuff and even the least experienced and read facilitator should have the ammunition to deal with such day-to-day ripples. As for the chainsaws, these are the situations that arise from time to time that can leave the facilitator, the team and VM very cut up and bleeding if they are not juggled with requisite deftness.

The source of this paper revealed a few, and they tend to arise from the least expected of sources. In the middle of writing this paper, I experienced another wonderful learning

experience which has now become euphemistically christened my most "challenging" workshop to date. Some of the chainsaws from these two workshops and a selection of other examples are precised below:

Poor Briefing

Whilst some practitioners promote a lengthy and investigative pre-event process, often entailing pre-workshop workshops and one-on-one counselling, many of us are not accorded such a luxury and are often called upon to perform at very short notice or with little background information or both. The responsibility for briefing the facilitator is also often delegated and hence diluted to such a point that it becomes meaningless. The commercial reality is that we have to work with what we are given. Developing some workshop objectives is a key output of this stage. These may be written up in advance for validation at the outset of the workshop as a means of saving time on the day. All well and good until the executive authority figure on the day announces that they are not the workshop objectives at all and that the workshop objectives should be something else all together.

This can range from the design reality check (the "brief") turning into assigning the current design proposals to the bin and starting again if necessary or from one link in an industry (the "brief") turning into a strategic direction for the industry as a whole. The shifts couldn't be bigger - all that mental and physical preparation gone out of the window in a sentence from an authority figure. Who might then get up and leave, which brings us to another chainsaw...

Floaters

Floaters are usually the authority figures alluded to in the previous paragraph. Too busy and important to stay the distance, they deign to honour the workshop with their presence at the beginning and the end and possibly somewhere in the middle, usually when everyone least expects it. The floaters have a habit of disabling workshop progress or, fairly often, lobbing in an antagonistic hand grenade at the start, usually following the facilitators exhortations that there is a need to work in an atmosphere of openness and trust etc.

Project Managers/ Lead Consultants

Sadly it is rare in my experience to have the luxury of a mature project manager or lead consultant who can see a VM exercise as an opportunity to quietly sit and turn into a piece of blotting paper for a day or two and in so doing learn more about client needs and opportunities. All too often, the VM facilitator is a threat and the PM takes every opportunity to points-score or reassert his or her somewhat sad feelings of authority or raison d'etre. Examples include "well I'll run it and you do your VM bit when I tell you - probably sometime this afternoon" through to a close-out on a particularly heated workshop where the unambiguous objective was to eliminate a $7 million budget blow-out. On my congratulating the team on achieving this difficult challenge, the PM interjected that this was a poor outcome in that there was no contingency in the project budget and that everyone should go home with a sense of failure. (So take care with any models of group development that suggest it is a steady transition towards a productive a positive unit by workshop's end - the bucket of water merchants are ever and omnipresent). These sorts of PMs often declare their hand when they issue the facilitator with the workshop agenda - another chainsaw.

Workshop Agendas.

(Not a term I subscribe to and "outline" is the descriptor for the document I issue however...) Running other people's agendas is not impossible but disenfranchises the facilitator to a significant degree. Whilst I have been guilty of ripping up pre-ordained agendas and asking the participants to do the same, this is not necessarily an appropriate facilitation intervention. Agendas written by others and, even worse, being stuck to by over-zealous authors destroys any sense of flow and requisite flexibility. And of course, inside such agenda could be hidden agenda to which we are not party and another chainsaw gets fired up.

Difficult Clients.

All clients are wonderful. Of course. However, on occasion they can prove to be seen under the spotlight of another adjective. Because of their "power" position within the workshop or organisation (real or perceived), their inappropriate behaviour is a different kettle of fish to the others in the pond. Inappropriate

behaviour at the client level takes many guises, one of which has been previously mentioned under Floaters. Those who do decide to stay the distance can disable group process by anything from rearranging the furniture as they do not like an open horse-shoe arrangement (which of course, when a male, reveals something of his insecurities for starters) to yelling and screaming abuse at his consultants (with much heightened colour and saliva), causing tears and anxiety for everyone in the room. The textbooks don't seem to cover this extraordinary behaviour notwithstanding the fact that such individuals would misinterpret the Belbin Model and describe themselves as Shapers (wonderfully paraphrased by Ian Newton at the IVM, UK Conference in 1994 as being the sort of person who would barge into a restaurant and eat the menu rather than order food from it). Sad really.

Venues

The workshop venue appears to be perhaps a minor consideration in the broad landscape of VM. Not so. It probably wouldn't be the difference between VM success and total process failure, but it can cause some facilitation headaches. Luxury hotel boardrooms might be a novel break for some of the participants but they do not work in a VM or any group process context.

Transportable canteens in the Australian outback or disused tearooms in the bush, on the other hand, might be the only available option but that doesn't help either. Other over-zealous organisers dictate the venue and the room layout and forget to ask of the facilitator what his/her needs are - assumptions are made and the group dynamic is left constricted with the facilitator trying to turn a sow's ear into... a sow's ear, quite frankly.

Factions and Politics.

Again, something beyond the knowledge or control of the facilitator and, as such, another chainsaw. Political issues are content issues and must be avoided by the facilitator. However, there is a need to tune into the political nuances and appreciate when apparent small steps could be giant leaps within a political montage of posturing and higher agenda. But on the other hand, the politics of any given situation must not be used to justify

intransigence and sluggish workshop progress. Factionalism is rife. In my experience this has revealed its hand in the form of green groups in a workshop trying to out-green each other, industry and government supposedly working together but disbanding with annoying frequency into their own huddles to "caucus" issues as they arose (at one point the facilitator being asked to leave the room) and warring government agencies almost supporting each other before reverting to type and the comfort zone of historical non-co-operation and suspicion.

The list is by no means exhaustive but represents very real and very, very difficult situations which can confront facilitators and challenge their own sense of professional capability and personal capacities. The chainsaws are in addition to the fairly par-for-the-course issues associated with the management of group dynamics.

OUTRO

On the surface, some of the chainsaws appear fairly tame - a battery operated number versus a twelve cylinder, overhead-cam chomping machine. The point is that these can be BIG issues and the blood and gore associated with my own experiences have been sanitised for obvious reasons.

So does reading a lot of books and/or carrying out a thousand workshops prepare the facilitator for every eventuality, every belligerent and abusive participant, and every bum-steer from a bad briefing or every threat to "walk out the door right now"? Does it enable the facilitator to survive a hot and powerless venue without feeling just that? Does it expound that flexibility is the key to all of this once the fundamentals have been ingested and that a sense of humour helps?

Yes and no, but largely yes if the time has been taken out to learn and reflect on the subtleties of facilitation generally and then imported into a VM context. From a personal perspective, and in a short facilitation career, I have facilitated a good number of workshops of which a relatively small percentage have been of nightmare proportions - chainsaw fests perhaps. I quietly take much comfort that I have never

been in a position where the workshop has not made a difference, be it a small step or a leap, nor been the victim of workshop disablement/abandon. However, the chainsaws are never far away.

When under occasional pressure I perhaps have a personal Biblical moment and rail against the mentors and scribes who, in the heat of the moment, strike me as over-simplifying certain situations with their models and metaphors. But in the warm light of a new day or thawing lubrication of a cold beer, it strikes me time and time again that it is all valid. The reason a certain intervention was made, the breakthrough moment, the deliberate wielding of aspects of my own charismatic authority, which I cannot see, but have been reliably informed exists, reinforces this thing that I do and how I go about it. It's not about hiding behind big words

and intellectual higher ground and it isn't about a cop-out when the chips are down and the atmosphere is tense and unforgiving. It is about reflective practice, soaking up the best information on hand in the facilitation literature, adding to that literature and at the end of the day walking the talk by drawing on a wealth of innocence and experience, knowledge and authenticity, a confidence to back yourself even in the tightest situation, to be one hundred per cent flexible and then more some and to invest deeply in genuine distress-free, charismatic authority.

There is a need to keep the metaphorical and literal chainsaws in the air before they do any more damage. And that's where we, as facilitators, have a role to play. At least metaphorically. As for literally... watch this space.

HKIVM NEWS

- The HKIVM council has decided that this publication "The Value Manager" will be circulated to members by emails starting from this issue. Please ensure that your up-to-date email address is provided to the membership secretary Dr. Frederik Pretorius.

- The 6th International VM Conference: A World of Value will be organized by the HKIVM in the Hong Kong Convention and Exhibition Centre on 26-27 November 2003. We welcome abstracts of originality, relevance to the conference theme, soundness and clarity. Please submit the abstracts to the Conference Secretariat at hkivm@icc.com.hk on or before 5 May 2003.

- A set of VM publications including PowerPoint presentation and papers is free to download at the IVM website. Please visit http://www.ivm.org.uk/vm_downloads.htm for details.

- The Institute of Value Management Certification Board report for the 27th June AGM shows that over 1000 people have undertaken training in the UK under the new EU system. Please visit http://www.ivm.org.uk/vm_news_1000.htm for details.

FORTHCOMING EVENTS

- **7-11 June 2003**. The 43rd Annual SAVE International Conference will be organized by the SAVE International in the Double Tree Resort Scottsdale, Arizona. Please visit http://www.value-eng.org/education_conference_details.phpfor additional information.

- **27-30 October 2003**, The 2nd International Conference on Value Engineering and Enterprise Technology Innovation, Hangzhou, China. For further information, please contact Dr. Wang Xiao-yi (Fax: 86-571-87965716, Email: kevinwxy520@sina.com) for further information.

- **26-27 November 2003**. The 6th International VM Conference: A World of Value will be organized by the Hong Kong Institute of Value Management in the Hong Kong Convention and Exhibition Centre, Hong Kong. Please visit http://www.hkivm.com for details.

## PROFILE OF YOUR COUNCILLOR

Dr. Frederik Pretorius

Dr. Frederik Pretorius is currently an Associate Professor in the Department of Real Estate and Construction at The University of Hong Kong, where he lectures real estate finance. He has worked in Hong Kong, Australia, New Zealand and South Africa as academic, professional, in the corporate sector and as consultant, in various activities and industries including building, mining and process engineering, real estate development and regional economic development. He has also participated in the conduct of several Value management studies of building and infrastructure projects as part of facilitation teams. Before joining the Department of Real Estate and Construction at the University of Hong Kong, he lectured at the University of Canberra in Australia, and previously at the University of the Witwatersrand in Johannesburg, South Africa. Dr Pretorius has a Ph.D. from the University of Hong Kong and MBA and BSc (QS) degrees from the University of the Witwatersrand.

APPLICATION FOR MEMBERSHIP OF THE HONG KONG INSTITUTE OF VALUE MANAGEMENT

If you are interested in knowing or joining the HKIVM, please download the membership application form from the Institute's website http://www.hkivm.com.hk/. Alternatively, please fill in the reply slip below and return it to our Membership Secretary.
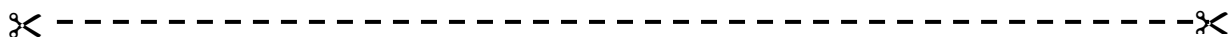
REQUEST OF THE HKIVM MEMBERSHIP APPLICATION FORM

To: **Dr. Frederik Pretorius**
Membership Secretary, HKIVM
c\o Department of Real Estate and Construction,
The University of Hong Kong, Hong Kong.
Tel: 2859 2128, Fax: 2559 9457
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