

From Building Production-focused Specifications towards a Client-focused Briefing Process

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As the demand for efficiency in both private and public organisations increases, so does the pressure for buildings and physical environments to support changes and development within an organisation. Interest is growing for new methods designed to address the requirements of the organisation, of owners and of society as a whole on the built environment from the customer's perspective. At the same time, there is limited documentation on how a briefing process that meets these growing demands is to be carried out. Two main movements in briefing practice are identified: From a building process oriented briefing towards a briefing focussed on the use of the building, and from briefing being an internal function to being an out-sourced operation.

The results of this study indicate increased interest for process-oriented and strategic briefing.

Asthelinitiatorandfinanciersofprojects,clientsare fundamental to the construction process (Kamara et al 2002). Client requirements represent the main source of information for a construction project and, therefore, are of essential importance to the successful

development and operation of a project. This process, in which the client's needs are analysed, clarified, and formulated, is called the briefing process.

This chapter sets out the context for briefing drawn from the literature in the field.

Two current descriptions of the purpose of briefing and how the brief is conducted

International handbooks in the field primarily describe two different methods for conducting a brief. However, the background for and the consequences of the different approaches and the question of whether briefing is a combination of different perspectives are rarely discussed or presented.

One approach is that this work involves identifying the problem prior to and apart from the design phase and that it is a systematic investigative method that in detail describes the context in which the design will be carried out and identifies the specifications to be met (Peña, 2001; Cherry; 1999; Duerk, 1993).

The process focussed group, Peña (2001), Duerk (1993), Bergenudd (2000) and others, assume that the

main purpose of briefing is to provide the basis for design as a part of a construction process. In these cases, the client is expected to define, sometimes with the help of an architect, relevant goals and specifications. Through a series of rational choices, the architect would then design a solution that meets these goals and specifications and that would be planned and implemented. In this model, systematisation, standardisation, and the more effective transfer of information are singled out as being important questions for the development of the briefing process.

Other authors (Barrett and Stanley, 1999; Blyth and Worthington, 2001) describe the briefing process as one that takes place continually throughout the construction process, during which the client's requirements are successively identified and implemented. Different layers of information and opportunities are revealed at various stages of the process. The purpose of this continuous process is to increase the level of specifications and the accuracy of the data used to make decisions by combining collected and analysed facts. The objectives of the project should be at the forefront throughout the entire process.

What I refer to as 'the value focussed group', represented by for example Barrett and Stanley (1998), describes the briefing process as a tool for continual coordination between the client's business planning and strategic facility planning. A process being different from one project to the next, generally disordered, with large amounts of contradictory and confusing specifications, unsatisfactory or overly detailed information, and an unclear division of responsibility. This stems from the very nature of the project that is full of wicked problems. Because of this, many projects produce suitable and sometimes even outstanding results, where theories on rational decision-making would have predicted catastrophic results. This view promotes empowering of the client, managing the project's dynamics, creation of the right team, appropriate user involvement, and satisfactory visualisation techniques (Barrett and Stanley, 1999).

Document versus process

In Sweden¹, there are a number of descriptions of what

a brief, as a document, should include. On the other hand, a review of the literature and the performed interviews reveal that there are only a few Swedish reports or generally established practices for how the specification process is actually conducted, whether the issue concerns satisfying the construction process or operations-related goals (Ryd 2001). The issue has also been discussed in Norway (Eikeland 2000), Denmark (Jensen 2002), and Great Britain (Blyth and Worthington 2001). Previously, the Swedish National Board of Public Building played an important role when it came to developing these methods and reports. Today, when public building projects are divided among a larger number of organisations, the situation is different.

Barrett and Stanley's research (1999) shows that a specification development process is more important than a more presentation-oriented approach that has its focus on a brief as a document.

A strategic, tactical, and operative briefing process

Strategic briefing is a concept that has still not been completely accepted in Sweden. This basically British concept was introduced at the beginning of the 1990s to reduce the limitations experienced in traditional specification development when both public and private operations were in a state of constant change (Blyth and Worthington, 2001). The more conventional, needs-initiated briefing process was based on the assumption that the requirements a structure must meet can be described with the help of studies of existing work processes, interviews with employees, and management.

Strategic briefing springs from the current operational needs, but also takes a longer perspective and focuses on the operation's strategic development plans, its prospects, and the building's potential for adaptation for other uses. It is a matter of identifying the activity that is to be housed in the building, how it might change, and the factors that affect these changes. Bertelsen et al (2002), for example, found that the identification of the strategic themes is of fundamen-

tal importance for the client's possibilities to manage the construction process.

The tactical briefing process helps define the course of action. An operative brief considers those aspects that can be adapted and changed as the operation changes. It includes operational and building-related performance specifications, guidelines for layout, and interior design concepts that together form the foundation for the individual organisation's use of the premises.

The construction process's internal and external efficiency

Eikeland (2000) emphasises the difference in how goal satisfaction is measured on the basis of what is known as the construction process's internal and external efficiency. Internal efficiency strives to minimise the resources, time, and costs required to produce the construction process's product. External efficiency encompasses the construction process's fulfilment of goals, requirements, and priorities, which the building sector's clients, buyers, and users bring to the project to achieve the greatest possible added-value through the future use of the building. Largely, internal efficiency is believed to depend on how briefing serves as a part of the information flow during the construction process. Eikeland states that the conditions for external efficiency are difficult to understand and define during the briefing process because the client and user requirements are seldom unambiguous, clear, and stable; rather they change over time. According to Eikeland (2000), one possible strategy for increasing external efficiency would be to strive for methods that provide increased freedom of action during the production process through greater accommodation of the client's changing needs and requirements as late in the period as possible. This is something that, based on a common perception of efficiency, can be viewed as goal fulfilment occurring at the expense of the construction process's internal efficiency.

A transformation-flow-value approach

By conceptualising construction in three complementary ways as: transformation, flow, and value Koske-

la (2000) strive for a better understanding of how to manage a complex construction process towards a higher client's satisfaction. In the first conceptualisation, construction is viewed as transformation of inputs to outputs. Construction management seek to break up the total transformation into basic transformations, tasks and achieve the assignment as efficiently as potential. The second concept views construction as a process of flow, that proposes waiting, inspection and moving stages as important factors to consider. Minimizing the share of non-transformation stages of the construction flow, by for example reducing variability, is one way to manage this concept. The third concept considers construction, as a mean for the fulfilment of the customer's needs. Translating requirements into design solutions and then producing products that match the specified design are factors to be managed in this model. Koskela (2000) argue that all different concepts should be utilized simultaneously. All needs arising from the three concepts should be integrated and balanced. Consequently the crucial contribution of Koskela's work is the need of improving construction briefing from all three points of view.

Comprehensive development trends

As part of an ongoing doctoral work on briefing seventeen in-depth, semi-structured interviews were carried out with representatives from the Swedish Cabinet Office and Ministries, the Swedish Board of Civil Aviation, Akademiska Hus AB, The National Swedish Property Board, the National Fortifications Administration, Specialfastigheter, County Council Property in Uppsala, Locum AB, the Swedish Church, SAR competition office, property consultants Jones Lang LaSalle, White Strategi architects, BSK-architects, Forum for health care building, Gotland's and Malmö's municipal property offices.

Those chosen for the interviews:

- have a good knowledge of and experience in the sector
- regularly carry out briefing processes
- represent different types of organisations and ope-

rations

The semi-structured interviews centred on descriptions of how briefing is carried out today and on what the respondents wanted to improve. A number of specific areas were covered: methods, roles, responsibilities, decision-making processes, scope, formulation of needs, and suggestions for improvements. Agreements and discrepancies between the study's conclusions and current theories are discussed and summarised at the end of the article.

Increased client focus, higher pace of change, and sell-off of properties

Several factors affecting the conditions for briefing have changed in the last decade. One of these is an increased customer focus resulting in discussions on how briefs are carried out in individual projects. This was discussed on a broader perspective in terms of which building and project planning policy companies and organisations in the consulting, building, and real estate industries should follow.

Project manager at a county council-owned property company:

As a result of the introduction of market rents, we have been forced to become more customer-oriented... We have begun working on a handbook on how we can carry out a more professional strategic facility planning process.

Project manager for a state property company:

Our operations have been streamlined since so many project manager functions are now being bought in the market, while our briefing work has grown and has been forced to become more customer-oriented.

Project manager for a public property company:

The problem with our earlier briefing is that we had too little contact with the customer. The people who developed the briefs did not really know very much about the actual needs of the organisation that would use the building.

Development manager in a property business:

In connection with extensive sell-offs of our properties, we have had an intense discussion on the actual needs of the organisation, which resulted in more interest in

analyses of the connection between the organisation and its buildings.

Within the private sector, an increased focus on core activities means that it is more unusual for a company to own its own premises. The briefing process is now based on a more refined user perspective rather than the owner perspective, which was used previously. The pace of change within the organisations has also increased, which means more frequent moving and shorter planning horizons. At the same time, the client is being given more formal responsibility for the management of building projects. The Swedish Planning and Building Act (PBL 1987:10, 9 §1) requires that the clients ensure that the work is carried out according to the provisions indicated in the law and regulations. This responsibility applies to the function, design, technical solutions, and control of the work. At the same time, many state client functions were affected by cut-backs resulting from more and more services being bought from architectural and technical consultancies. Thus, a representative for the client carries out the briefing process.

On the other hand, the interviews demonstrated that some competencies in the briefing area are often judged to be far too strategic and difficult to purchase and are therefore kept within own organisation in private as well as public sector. In addition, some respondents have expanded the strategic briefing work within their organisations. In this way, the market has contributed to a refinement of the briefing process and caused its main focus to shift.

More inexperienced players in the early stages

Several respondents pointed out that the building market has been solid in recent years, something that has also meant more building orders for one-time buyers, primarily from business and industry. As these two groups do not have much experience in the building sector, they are glad to call on consulting services for their briefing needs, which helps explain the increased demand for these firms' services. This puts even more focus on how briefing is conducted.

Some of the respondents emphasised their belief that briefing should be viewed as a strategic assignment and,

for this reason, it is not part of traditional, operative project management or design work. This has also contributed to the creation of new consulting services that focus on the briefing process.

Several contractors have invested in their project development programmes to increase their expertise in managing the early stages of the construction process directly with the user as a way to provide more value for the customer as well as to make better business. Since keeping the process under control is of importance for their profitability. When the contractor takes the initiative for a project and propels it from the idea stage to operations and management, the process changes all roles of those involved. This means that the contractor must be able to inspire confidence, be sensitive to the wishes of others, and be able to identify and analyse the clients' needs.

Detailed aspects of the briefing process

This section details the respondents' views on the process needed to devise a briefing plan.

How is briefing initiated?

The respondents offered the following justifications for a briefing process:

- New operations-generated needs
- Strategic business planning
- Work with continuous property development plans
- Installation and maintenance measures

Briefing begins in several ways. In the early stages, there are often several parallel briefing ideas that never come to fruition, but that in one way or another influence the final briefing. On the other hand, a briefing idea seldom develops if it does not fit in time with a spectrum of events and circumstances that promote the concept as a plausible solution. Briefings result in expectations that determine the project's direction. Thus, determining the start of specification development becomes an analytical demarcation that depends on perspective. Briefing as such is a necessary process in any project. The majority of those interviewed stated that briefing begins in connection with a renewed, rela-

tively short-term need that arises from the client or the operations they are working with. Many emphasised the difficulties in capturing these requirements at an early stage. All too often, they felt that those involved with the operations themselves manage to come up with a solution for a particular requirement and then ask for its quick and somewhat unplanned execution. Some said that their methods are fairly administrative in nature and that the briefing process simply arises in connection with orders for building changes. A surprisingly small number of respondents mentioned more long-term briefing processes that were initiated through strategic operational development. A few work with this type of process in the form of building development plans or as recurring 'goal dialogues' that, three or four times a year, give the tenant and the property manager the opportunity to discuss the organisation's current and future goals.

The need for clear and precise concepts in the briefing phase

The absence of concepts and an established language for the briefing phase was identified as a problem by the majority of respondents. Several apply designations that the KBS (The Swedish National Board of Public Building) formulated in its time during the 1970:ies and 1980:ies, although, in practice, the designations are individually interpreted and used in various ways, while others have developed their own concepts. When the concepts for and within the briefing process are vague, communicating with users and the organisation's representatives can be a significant problem.

Developer:

There is no common language. During the design phase, we have a lot of technical terms. When we talk about detail design, everyone knows what that is. When we're in the design process, everyone knows what the various phases demand and when the deadlines are. But there is no common language for the briefing phase. It has not been defined?

Some of the property owners and their representatives who were interviewed solve the problem by doing much of the work that the client or tenant, who was in-

timately involved in the implementation, should have been responsible for, while others solve the problem by hiring special project secretaries within the property development company. They have knowledge of the industry and the technical terms that are used in the building project.

Different types of briefing processes

The respondents work with different types of briefing processes to which they also assign different names. In addition to using designations from the National Board of Public Building, they also use the definitions that are sometimes found in urban planning, and company and operations-specific guidelines. At times, the same briefing data are used for other purposes in a reworked format. Several of the respondents voiced concern over the fact that there are no applicable guidelines or a concordant vocabulary for the different kinds of briefings and for what the different categories of briefings should include, even if most of them say that they know what the different types of briefings can be expected to include.

Unclear areas of responsibility for the customer and the building sector

A good number of the respondents would like to have a clear definition of roles and the division of responsibility in the building sector in general. Several respondents felt that it is more important than previously to clearly define the role of the different parties involved during the briefing phase.

Administrator:

Off and on during the goal discussions, areas of responsibility are created that are supposed to determine who is responsible for what, but they can hardly cover all situations.

There was consensus that an unclear, decentralized division of responsibility runs the risk that responsibility for the briefing process will fall between the cracks and that this ambiguity can diminish competency in the area in the long run.

The majority of the respondents have experienced difficulties when they ask their tenants for descriptions

of the operations and needs and other information that serves as the foundation for the briefing process.

Briefing architect:

One can hardly expect the people who represent buildings and furnish operational-compliant buildings to know everything about their tenants' businesses. Just as the business representatives cannot be expected to know the types of information required for a briefing process.

Property owner:

We try to make it clear that this is the tenants' facility planning programme. This information serves as input for our design work, our orders. The tenant is responsible for working out a plan for his facilities. We try to be a little 'overly' clear here. I think this is good and necessary, so we know who is responsible. Tenants have to understand that if what they say is wrong, then things won't turn out as they want.

In those cases in which the information on the business was reported, some of the respondents expressed concern over uncertainty regarding the agreement between the various people who submit information. It was indicated that the consultants hired to carry out the briefing process were sometimes far too dependent on the view of the operations presented by those submitting the information.

Consultant:

Sometimes it is difficult to figure out what really counts. I feel manipulated, in the hands of the people submitting the information. For example, a person who works in industry knows what he needs. If I don't know the process, it is much more difficult to ask critical questions that might result in interesting and conclusive answers for future solutions.

Several respondents also expressed concern over a lack of understanding in user groups of the briefing process's requirements in general and the time required for its execution in particular. There was very little understanding regarding the fact that the briefing requirements must often be discussed for sometimes even several years before a satisfactory result is achieved.

All the respondents believe that a well-executed

operations description is the basis for a successful briefing needed for an integrated business development and strategic facility planning process.

What characterises the people who carry out a briefing process?

One question dealt with how the respondents define their work. A surprisingly large number had difficulty describing their work and duties in just a few words. All-inclusive terms such as “project management in the early stages”, “support to property managers and tenants in premises surveys” and “briefing formulation for changes to facilities” were used. One person said that their expertise and actions were so well known that it was not necessary to describe these attributes in more detail and that expertise was very much tied to the individual.

In addition to a project’s specific circumstances, good briefing is affected by the attributes of the people involved. The willingness to manage large quantities of unsorted and contradictory information, even when one is feeling uncertain, varies among personality types and can be amplified or diminished by the current role or the situation. When it comes to appropriate qualities for those responsible for the briefing process, the respondents used such words and phrases as “communicative”, “able to develop strategies”, “a good listener”, “inspires confidence”, “analytical with the ability to lead work forward”, “responsible in managing short and long-term issues”, “a teacher”, “calm and secure”, “committed”, and “courageous enough to ask critical questions in a constructive manner”. All this was in order to represent a demanding client in the best possible way.

Developer:

I think the most important quality is the ability to communicate. To understand, listen, analyse and guide the analysis work forward. It’s a question of temperament as much as it is one of education. A person who knows something about the continuous construction process, which ultimately receives the brief.

Property owner:

A person has to have the ability to draw out of the

users those questions and specifications that are most important to them. Things that the users may not have thought of themselves. You have to know what the briefing is going to be used for. What questions to ask. Which questions have to be answered at the beginning of the process and which can wait.

Client:

I’m looking for a language and a vocabulary. If a person is talking about the building site foreman, we know what he does. What does the person who works with briefing do and what is his or her title? I’m looking for a language and a methodology for the briefing process.

Those respondents who conduct their own briefing processes for their respective organisations did not use any common titles that describe their general duties.

Applied briefing process methods

Briefing processes have been part of the organisations used in this study for a long time, and several of those interviewed have had a good deal of experience with this type of work. Many also worked with similar assignments at the former National Board of Public Building. Work methods that were applied on the board are still used to a great extent within private consulting firms, tenant organisations, municipalities, county councils and governmental departments. Methods have been adapted to current operations and it was felt that they worked well during a period of transition.

However, trends and developments within the respondents’ own organisations call for clarification and articulation of the briefing’s function.

Reasons for change is the increased demand for briefing formulation, including a move to greater client focus with clearer responsibility for long-term profitability from investments. Other trends mentioned include new formats for the briefing process—with more influence from private sector clients and developers—that have already been tried in a number of municipalities. Other types of agreed-upon briefing plans, such as supplements to land use agreements, are also being used. In this manner, the interface between the municipal detail planning regulations and the individual client’s briefing process is changing. Increased understanding of the briefing process’s strate-

gic importance, the need for an accountable quality system, an aging staff heading toward retirement, and the need to transfer knowledge before the older members of the staff retire were also given as factors on how and to what end briefing processes should be conducted in the future.

On the whole, the respondents believe this development is a positive one. Many feel that the previous routines were often undeveloped, poorly adapted to customers, and far too often based on personal experience. Other disadvantages include lack of comprehensive overview and difficulties in making use of positive experiences.

Project manager in the early stages:

We knew that our colleagues were collecting a lot of useful briefing documents – good examples. On the other hand, there was no survey or knowledge of how the documents were related to one another, which explains why we have recently begun work aimed at describing the entire briefing process.

Some property owners also expressed a self-critical attitude and admitted that, as of now, they have not actually worked out any briefing process methods. However, other managers have already begun to renew their methods for the early stages in the building process from a business-like and client-focused strategic facility planning perspective.

Those respondents who are tenant representatives stated that they need to increase their expertise within the briefing process in order to function better as buyers and be able to make operation-related specifications that complement those of the property owner's approach, often all too focused on building. Those in the public sector sometimes feel as if the tenants are far too gullible and rely on the good will of the state property owner.

Public building planner:

We relied on the property owner to be our partner even if we are formally tenants. But we were forced to improve our buyer skills; for the time being, we are relying on consultants to help us with briefing matters.

Conditions are clearer in the private sector, where agreed-upon briefing processes are now more likely

to be part of important and decisive documents in the rental contract; this also emphasises the briefing's contractual and legal significance.

The need for new ways of working that generate constructive thinking

Several respondents emphasised the importance of creative and constructive thinking as the basis for a successful briefing process. Some went so far as to maintain that it is absolutely decisive and that they are looking for ideas and suggestions on how to implement this mode of thinking.

Client:

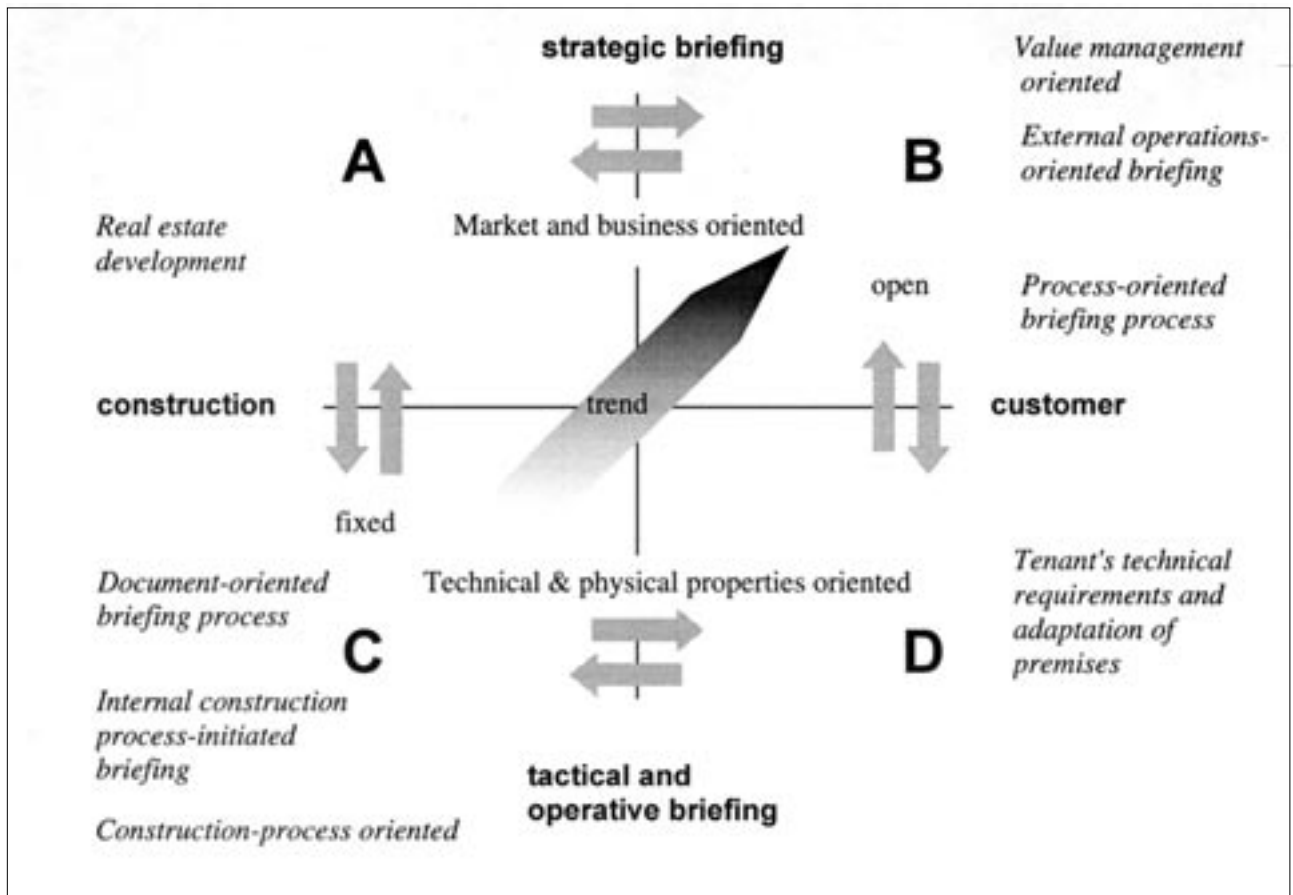
We are looking for good examples of how to get an early dialogue started, tricks of the trade and other methods for taking the initiative. We want to find out how to capture the good ideas, make contact in the right way, how to initiate a process so that, when time is of the essence, we are not forced to do something that everyone can see will be bad.

The interviews are replete with observations from those responsible for the briefing process on the difficulties of balancing a favourable work method with daring to critically examine the operations with the purpose of elucidating priorities and actual needs. This was viewed as a sensitive balancing act that is difficult to manage, both for those who manage the briefing process and those who are part of the business or organisation that will use the facilities.

Property owner:

If the process is experienced as being wrong, then it stays in a tenant's memory for a long time. That is not good, either for us or for them, and particularly not on the threshold of a long-term rental relationship.

Several of the respondents imply that it is good for individual projects to have as thorough and detailed a briefing process as possible, but when the organisation is questioned in an attempt to attaining this detailed description, this can be experienced as a potential threat to social relationships and the desire for continued, open discussions. The more clarifications and questions with the intent of achieving a better brief,



the more situations arise that can lead to disagreements that, in turn, lead to difficult decisions.

The formulation of goals and needs that arise in consensus are experienced as easier to carry out than those that arise because someone was forced to compromise. It was stressed that more general goal descriptions can act as the instruments that hold a briefing process together over time, even if the goals are difficult to objectify in the actual project.

Everyone agreed that trust is a prerequisite for a constructive specification development process. It is required in order to access the right specification information. There also has to be trust that the individuals conducting the briefing process are competent and have the

experience and authority to carry out the assignment. In addition, trust is needed so that people are able to vent their disagreements and priorities in periods of uncertainty without running the risk of a deadlock.

Client:

The briefing process should take place in a safe environment so that people can communicate, and this has to do with trust. People shouldn't be afraid of making fools or themselves or saying something that's wrong. Not drawing quick or drastic conclusions from something someone has said. These are a few of the personal qualities that are extremely important for making this process work. If there is no trust, then there will be 'atti-

tude' and people 'taking stands'. People notice this kind of behaviour immediately.

According to the respondents, the need for a creative and constructive briefing process is both fundamental and complicated. Points of departure focus on relationships, balance between comprehensive and more detailed attitudes, management of insecurity, and different types of trust.

Discussion and conclusions

Since the conditions are relatively dissimilar, no extensive conclusions can be drawn regarding the reasons for problems that each interview has presented. However, some comparisons can be made among the ways in which different organisations formulate the briefing process, and methods can be related to the theoretical discussion on the actual purpose of a briefing process.

Compliance with the construction process's requirements for briefing documentation no longer appears to be the most important part of the briefing process. Representatives of the organisation are looking for more long-term, integrated strategic facility planning in which the briefing process fills a strategic function.



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With the clients' increased awareness of the briefing process's potential and the users' added demands, it is likely that future business and facility planning will be integrated even more. The fact that facility planning is more clearly linked to business planning gives these issues a new dimension and dignity in companies and organisations. There may be advantages in more clearly defining this briefing process by distinguishing those processes that often must change and adapt to the dynamic shifts in operational uses from the more building-oriented briefing process.

The different perspectives that were outlined in literature and interviews constitute the basis for new distinctions:

- construction-oriented/customer-oriented briefing process,
- identification of problems separate from the design phase – continuous briefing process,
- strategic – operative briefing process
- technically effective – social constructing, and
- document-oriented / process-oriented briefing process.

Eikeland (2000) has begun this type of analysis by distinguishing between the internal and external efficiency of the construction process. To reach these efficiency goals, one can discuss the need for internal and external briefing processes and add Blyth and Worthington's discussion (2001) on strategic, tactical and operative briefing processes, as well as Koskela's (2000) transformation-flow-value model.

The purpose of an internal briefing process is to facilitate the rational use of the resources and time at a minimum of costs required to achieve the results of the construction. The methods that Peña (2001), Berge-nudd (2001), Cherry (1999) and Duerk (1993) describe should be viewed from this perspective.

An external briefing process focuses on goals, requirements and priorities that are tied to the project by the building sector's customers, buyers and users with a view to realizing the greatest possible added-value through the users' and owners' use of the structure. The views of Barrett and Stanley (1999) and Blyth and Worthington (2001) are more useful for this type of briefing

process. Methods are required that take into account the fact that buyer and user needs are seldom unambiguous, clear or stable, but change over time and strive for increased freedom of action during the production phase.

The interviews also provide a basis for such distinctions, even though the respondents themselves did not present the problems in this way. One reason for this may be that most of them come from the construction industry. On the other hand, the respondents talk about a briefing process that begins outside of the actual construction process, difficulties with absorbing continually changing operational description, and a type of briefing process that can be bought by the project management company while another type of briefing process cannot be bought in the same way. The fact that many previously major property owners now act as tenants has also led to a clarification of the briefing process. Previously, these clients focused primarily on the internal, operative briefing process; however, now they have been forced to isolate and emphasise the importance of a well-executed external, strategic briefing process.

Change toward a more operational-oriented briefing process has led to the need for involved parties who understand the differences between a strategic/external or operative/internal briefing process without focusing too much on building-related solutions—a much-needed link between business and facility planning. A customer-oriented briefing process begins with the customer's needs and therefore makes greater demands for a more explicit need assessment with the help of appropriate methods. Parties that gain some understanding of this type of briefing process should be able to create the performance of the building that better support the core activities. The conditions for the briefing professional – acting client or process facilitator in the dialogue between the client and the design and construction team would be well worth investigating more closely.

Notes

1. See Hertzell, T. (1992) Bygghandlingar 90 (English translation: Building documents 90) from 1992 on the building sector's recommendations for reporting building projects, or Wermelin, I. (1997) Byggherrens kvalitetssäkring: hjälpmedel för projektstyrning och kvalitetssäkring del A: programarbete (English translation: Client quality assurance: resources for project management and quality assurance, part A: the briefing process).

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