

RP3015

# LEADERSHIP FOR BUILT ENVIRONMENT EDUCATION REFORM USING MOBILE TECHNOLOGY

## PROBLEM

Weippert and Kajewski (2009) argue that in the last 40 years, the built environment (BE) industry has not adopted lasting change in work processes and “has inevitably been identified as relatively slow in embracing innovative Information and Communication Technology (ICT) tools and systems...[and] new and improved ways of doing business is dependent on the innovation of the user, not only the technology itself – requiring careful consideration and a greater emphasis on the ‘human touch’”.

Furthermore, from a cultural perspective, groups are often resistant to change, as Weippert and Kajewski have determined, when new ICT solutions or processes drive change to culture, leaders need to consider that hierarchically imposed solutions usually do not work well due to subcultural differences and conflicting assumptions with the risk that “the old (traditional) and new (ICT) practices will only superficially and temporarily coexist, resulting in the organization’s original ‘way of doing things’ eventually resurfacing (2009).” Although, the authors indicate that culture is difficult to change and manage, they also emphasise that with greater insight leaders can minimise resistance during the implementation of a change process.



**Australian Built Environment Culture, Leadership & Mobile Technology: an exploration of the characteristics influencing the shift to a sustainable BE**

## SOLUTION

Assuming culture and leadership determine the difference between maintaining the status quo and embracing technological innovation and lasting change, empirical research will enable identification of

- BE Culture (attitudes, values & behaviour)
- Leadership characteristics
- Examples of experiences with the uptake and integration of mobile technology.

The research outcomes will contribute to an understanding of mobile technology methods required to underpin Australia’s shift to a sustainable built environment.

Please contact me if you or your employer would like to participate in this research in 2015-2016.

## BENEFITS

This research aims to enable change by identifying the culture and leadership attributes shaping the industry to stimulate innovation and adoption of technology, products and work processes which contribute to carbon reduction in the built environment. The outcomes of the research will contribute to development of a leadership model for enhancing workforce engagement using mobile technology, in turn, contributing to education reform. The overarching Research Project, RP3015 'Team and Game Based Mobile Learning', aims to improve knowledge and motivate the uptake of low carbon products and services in the built environment.

Reference: Weippert, A. & Kajewski, S. (2009). Internet-based construction project management. In P. Newton, K. Hampson, & R. Drogemuller (Eds.), *Technology, Design and Process Innovation in the Built Environment* (Chap 7, pp. 319-338). Retrieved from <http://www.ebilib.com>

## Contact

Name: Tomi Winfree

Organisation: Swinburne University of Technology

E: [twinfree@swin.edu.au](mailto:twinfree@swin.edu.au) Twitter: @twinfree88