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making in organisations; 3.4.1 Cognitive processes; 3.4.2 Sensemaking; 3.4.3 Factors of influence on cognitive processes; 3.4.4 Affect, mood and emotion; 3.5 Decision making in groups; 3.5.1 Cognitive and social processes; 3.5.2 Effects of group decision making; 3.5.3 Expert teams; 3.6 Conclusion; 4 The context of architect selections; 4.1 Introduction; 4.2 The political context; 4.2.1 Decision structure of public commissioning bodies; Box 1: Public administration in the Netherlands
4.2.2 Participation and stakeholder involvement
4.3 The context of design and construction; 4.3.1 The concept of design competitions; 4.3.2 Partner selection in construction; 4.4 The legal context; 4.4.1 EU Procurement law; 4.4.2 The Dutch interpretation of procurement law; 4.5 The economical context; 4.5.1 Dutch market potential; 4.5.2 Tenders for architect selection in the Netherlands; 4.6 Current practice in the Netherlands; 4.6.1 Perceptions and expectations; 4.6.2 Models and guidelines; 4.7 Conclusion; 5 Theoretical framework; 5.1 Introduction
5.2 Proposed success factors for a tender design
5.2.1 Reading the decision task; 5.2.2 Searching for a match between aims, ambitions, needs, and opportunities; 5.2.3 Writing the decision process; 5.2.4 Aggregating different kinds of value judgements; 5.2.5 Justifying against different rationalities; 5.3 Research design; 6 Three empirical tender cases - cross case analysis; 6.1 Introduction and research questions; 6.2 Research methodology; 6.3 Framework for data analysis; 6.4 Case descriptions; 6.4.1 A pragmatic process: A School with Sports facility
6.4.2 A democratic process: A City Hall with Library

Sommario/riassunto

In the past few years the image of tender procedures in which Dutch public clients selected an architect has been dominated by distressing newspaper headlines. Architects fear that the current tender culture will harm the quality of our built environment due to a potential lack of diversity, creativity and innovation in architectural design. Due to potential risks clients often allow legal requirements to overrule their actual wishes. This PhD research addresses the origin of the problems as currently experienced by public commissioning clients in architect selection and proposes pragmatic imp
