

Involved: Teknologien er lett. Menneskene er vanskelige.

● **Praktisk PropTech** | Spunten · 1st and 2nd floor | 14:20–14:30 | 

Part of Praktisk PropTech V: Menneskene, leietakeren og den smarte investeringen



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Technology stalls in the ownerless gaps between owner, project and tenant

Øystein Fjellheim argued that technology is easy and people are hard. His slides noted that about 43% of what we do is repeated almost daily, so change is uncomfortable. It needs will, ability and repetition. His central idea was the ownerless gap: the building project prioritises time and cost, the tenant rent and location, the owner property value and attractiveness, and ownership shifts at every step from ambition to verified effect. Energy efficiency showed the same gap: against a 10 TWh target, two thirds of the time has passed and 10% has been achieved. The deviation is measured and understood, but nobody corrects course. In his model, execution power is will × ability × direction × mandate × capacity × learning; in his example, a mandate scored 2 gave a result of 9%.

KEY TAKEAWAYS

- Change needs will, ability and repetition: meaning, training and practice that makes the new normal.
- Execution power multiplies six factors, so if one approaches zero, the whole becomes correspondingly weak.
- Before the next technology investment, ask who owns the result from decision to documented effect.
- Ask who has mandate, time and resources to act on deviations, and how experience shapes the next decision.
- Ask these questions together with the owner, the tenants and the operations organisation.

10%

of the 10 TWh energy efficiency target reached, with two thirds of the time used