

Per V. Freytag, Pia Storvang*

Dynamics of a facilitator's role: Insights from the Danish construction industry**

A facilitator is used in many different business capacities. In the construction industry, the role of facilitator is usually carried out by a stakeholder, often the architect. Facilitation embodies different roles, competences and activities. The present research addresses how a facilitator may have and make use of different roles during different phases of a process. This paper is based on a theory-building approach that combines existing theory and cases. Three cases demonstrate other stakeholders' involvement in the process and the impact of this involvement on the facilitator's role. The research in the three cases applied is based on workshops, interviews and observations. The cases are viewed from role and network perspectives, offering both possibilities and limitations for innovations in different stages of construction projects. Construction process facilitators fill the role of assisting and enabling the process. To achieve project success, they align the activities of various stakeholders. They reach alignment by influencing the other stakeholders, based on competences and the role taken and made. This paper contributes to the understanding of the facilitator's role, the changes in this role over time and this role's importance in construction industry projects.

Key words: **facilitation, roles, involvement, construction, contingencies, alignment**
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* Per V. Freytag, University of Southern Denmark, Department of Entrepreneurship and Relationship Management, Engstien 1, DK-6000 Kolding, Denmark.
E-mail: pvf@sam.sdu.dk.

Pia Storvang, University of Southern Denmark, Department of Entrepreneurship and Relationship Management, Engstien 1, DK-6000 Kolding, Denmark.
E-mail: spi@sam.sdu.dk.

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