

Organizational Capacities for a holistic energy planning and urban design

- an alternative conception of real estate

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Workshop Series Architecture & Space – Energy as Context or Driver

Workshop II: Holistic energy planning and urban design

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The Missing Masses

The Missing Masses

Bruno Latour (2007, 241-246)

Social explanation needs the «missing masses» - both human and non-human – whose «hidden» influence is seen in the uncertainties and contingencies of the world. This is the key to overcoming our «astronomical ignorance» and the hubristic fantasies – namely of control by regulation and management.

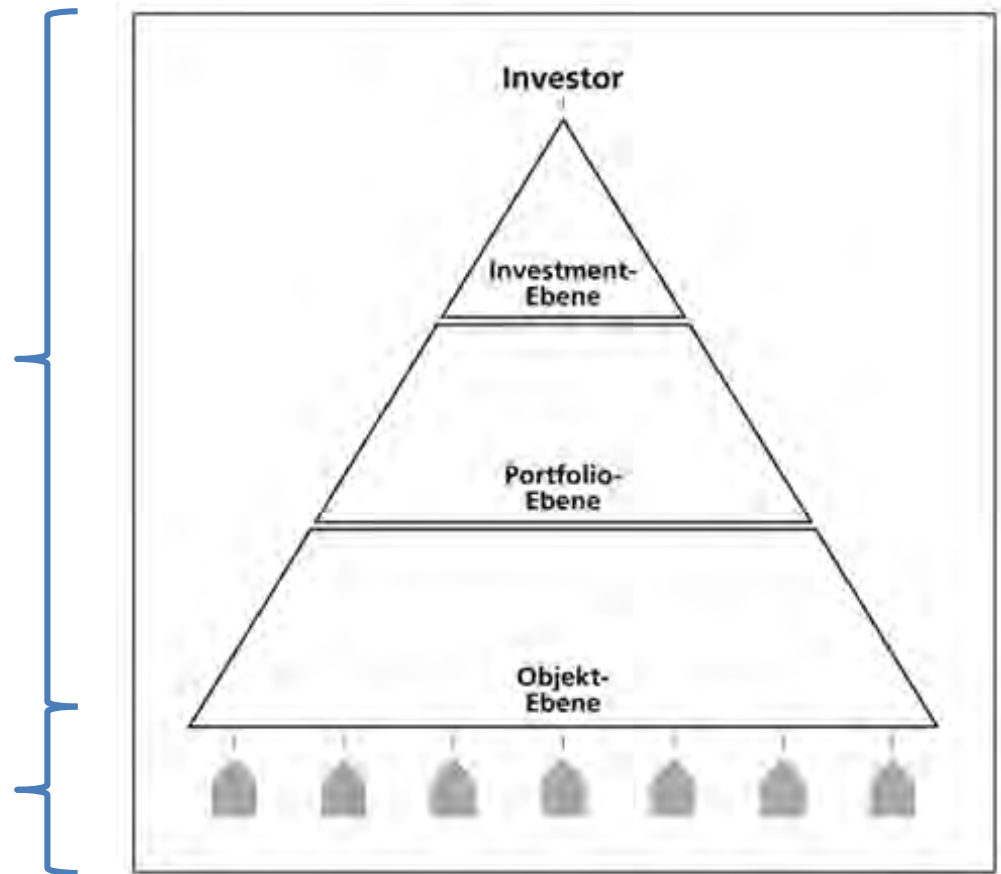


The Disembodiment of Real Estate

Disembodiment of real estate (investment) management

«Active»
World of management
Second order representations

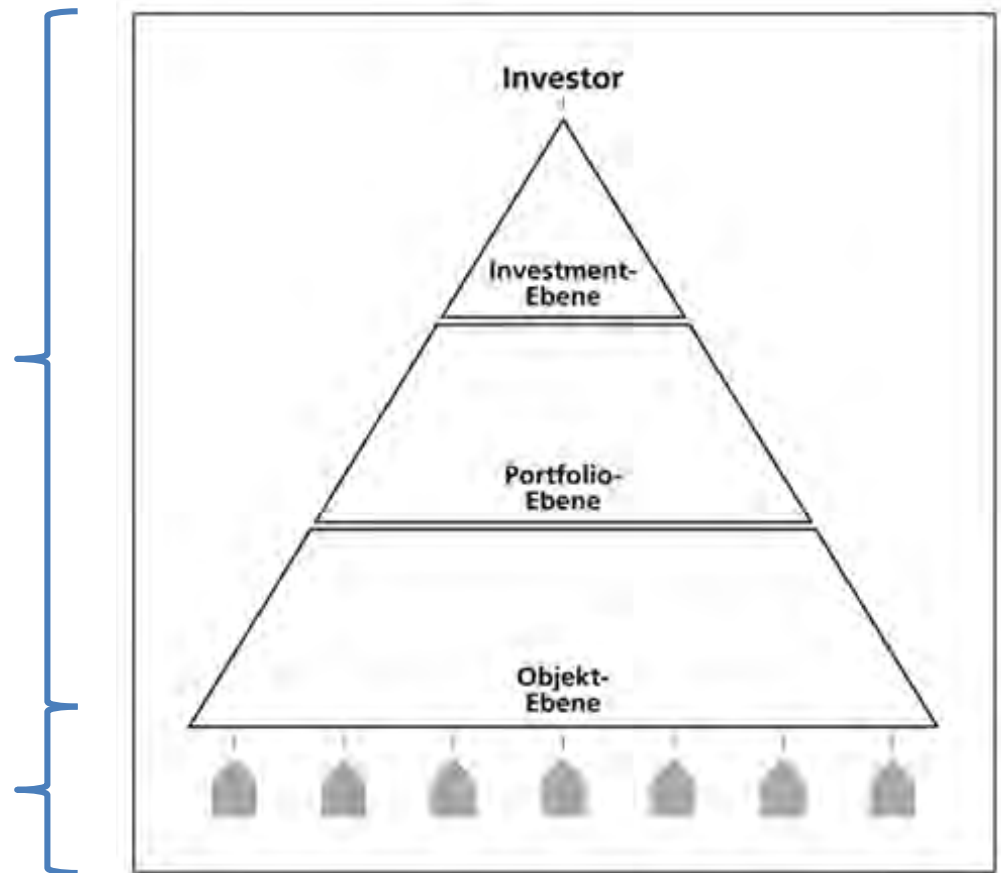
Matter as inert, passive, docile
«Dark Matter»



Disembodiment of real estate (investment) management

Reality is exposed to the interpretation of the *active human participant*.

The “realities” of the objects of study are inevitably substituted by the analyst’s interpretations of the objects



What we do

Heraclitus: everything
changes and nothing abides

Leibniz, Bergson, Dewey,
Whitehead, Nishida, Deleuze,
Foucault

What we are

Parmenides: world as
permanent, unchanging,
ungenerated, indestructible
whole

Democritus and, Plato and Aristotle,
Descartes, Locke, Popper

Complexity-turn:

complexity is as a property of reality and not a property of humans
interpreting reality (Urry, 2005)

World is constructed – but not socially

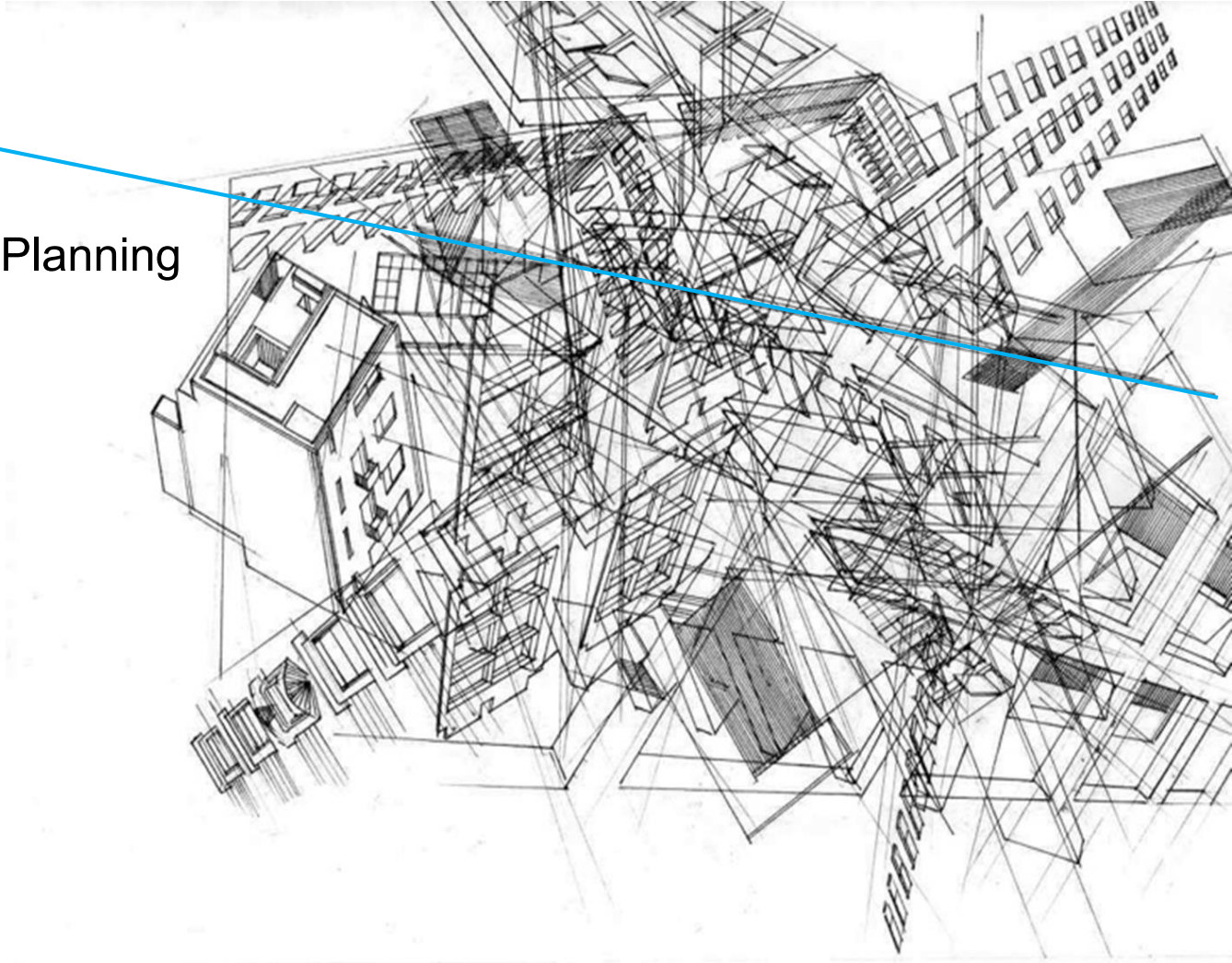
Places in a constructivist realism

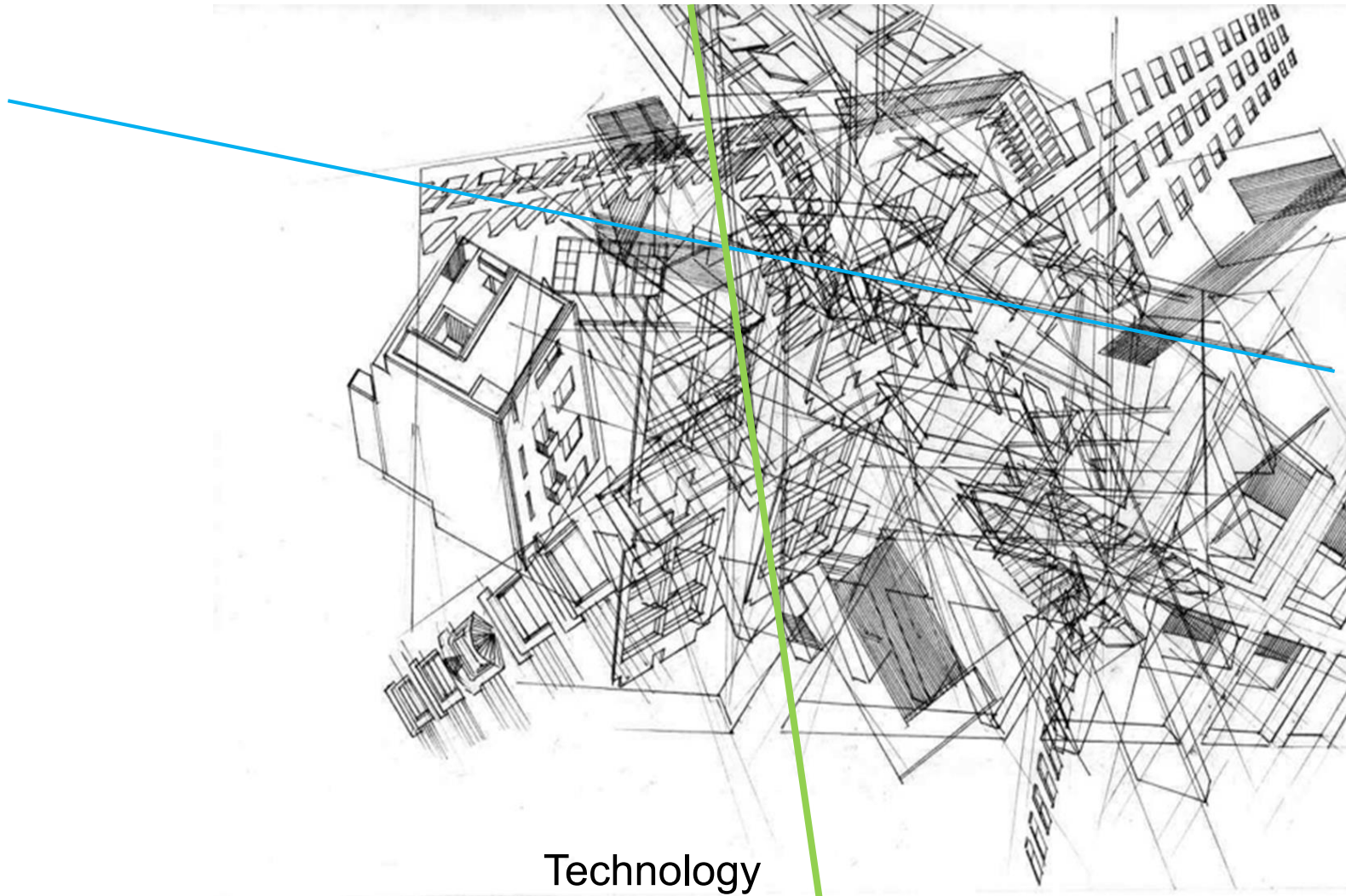
Cities, neighbourhoods, places are generated by the intertwining of physical and mental, relational networks which include components as diverse as construction elements, relations to temporally and spatially distanced places, political discourse and contestation, regulations, economic accumulations, architectural expression, and so on.



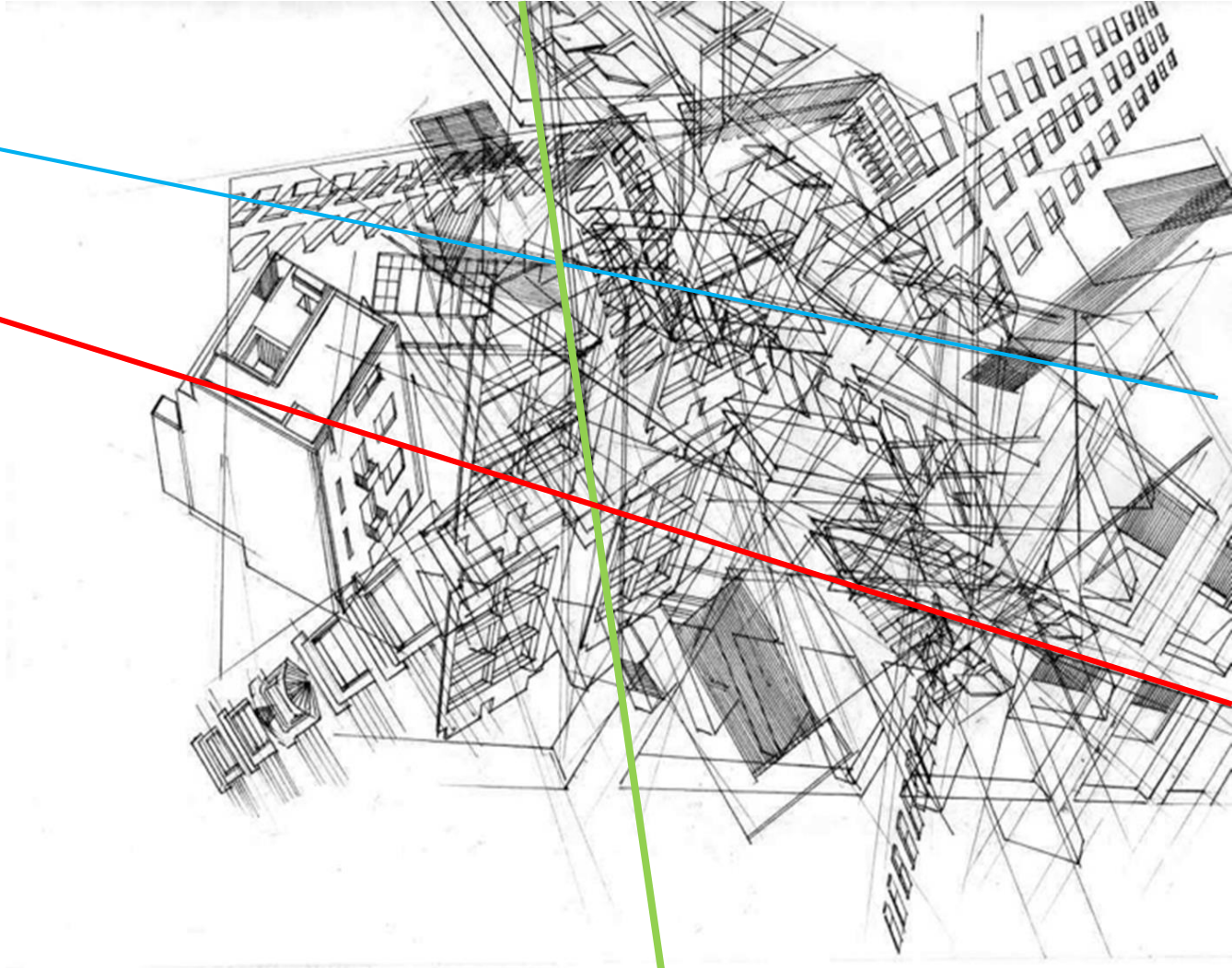
Amy Casey: Megacity

Politics / Regulation / Planning

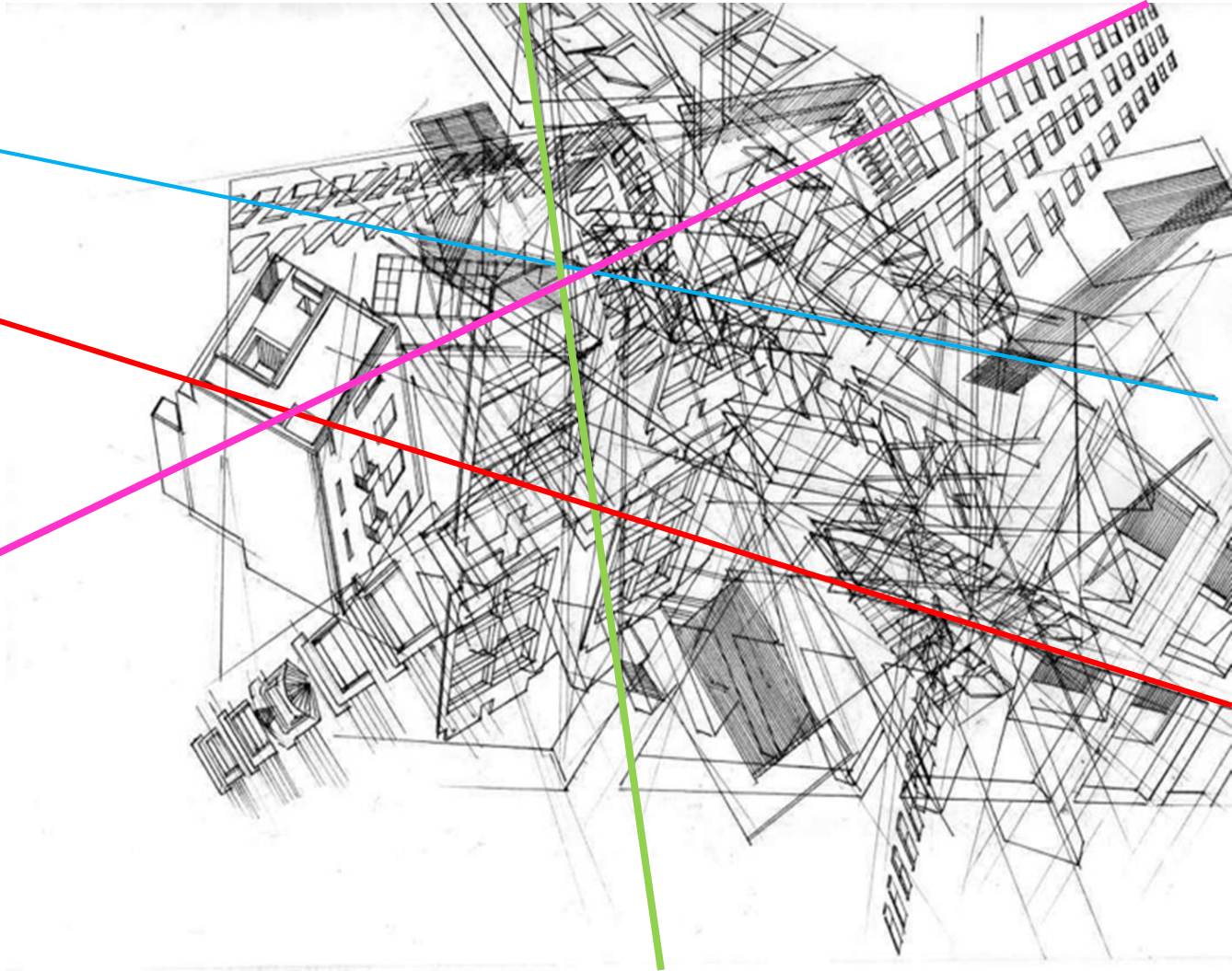


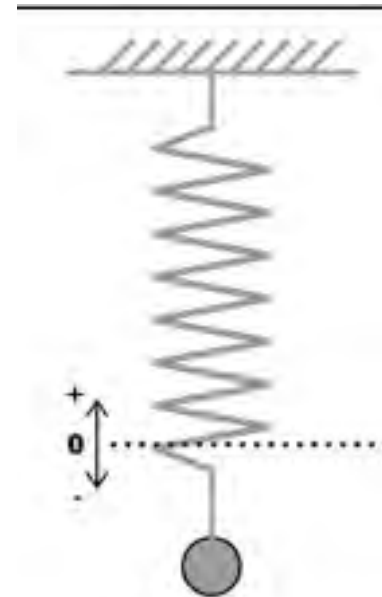
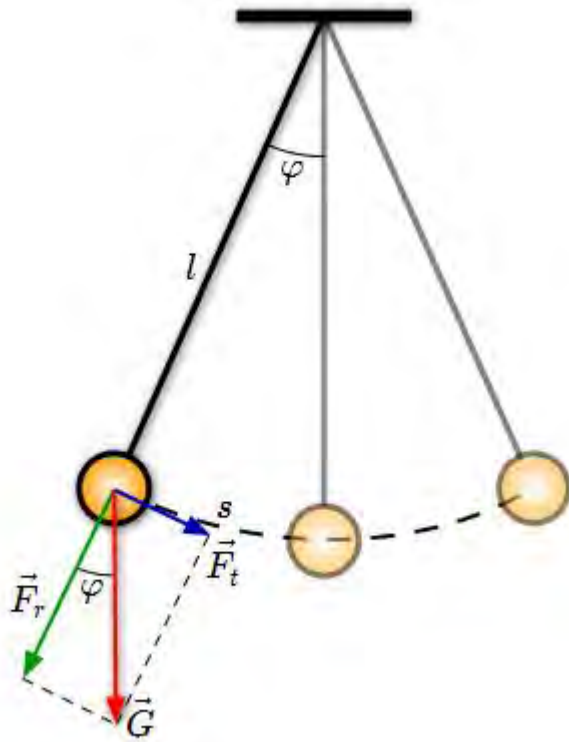


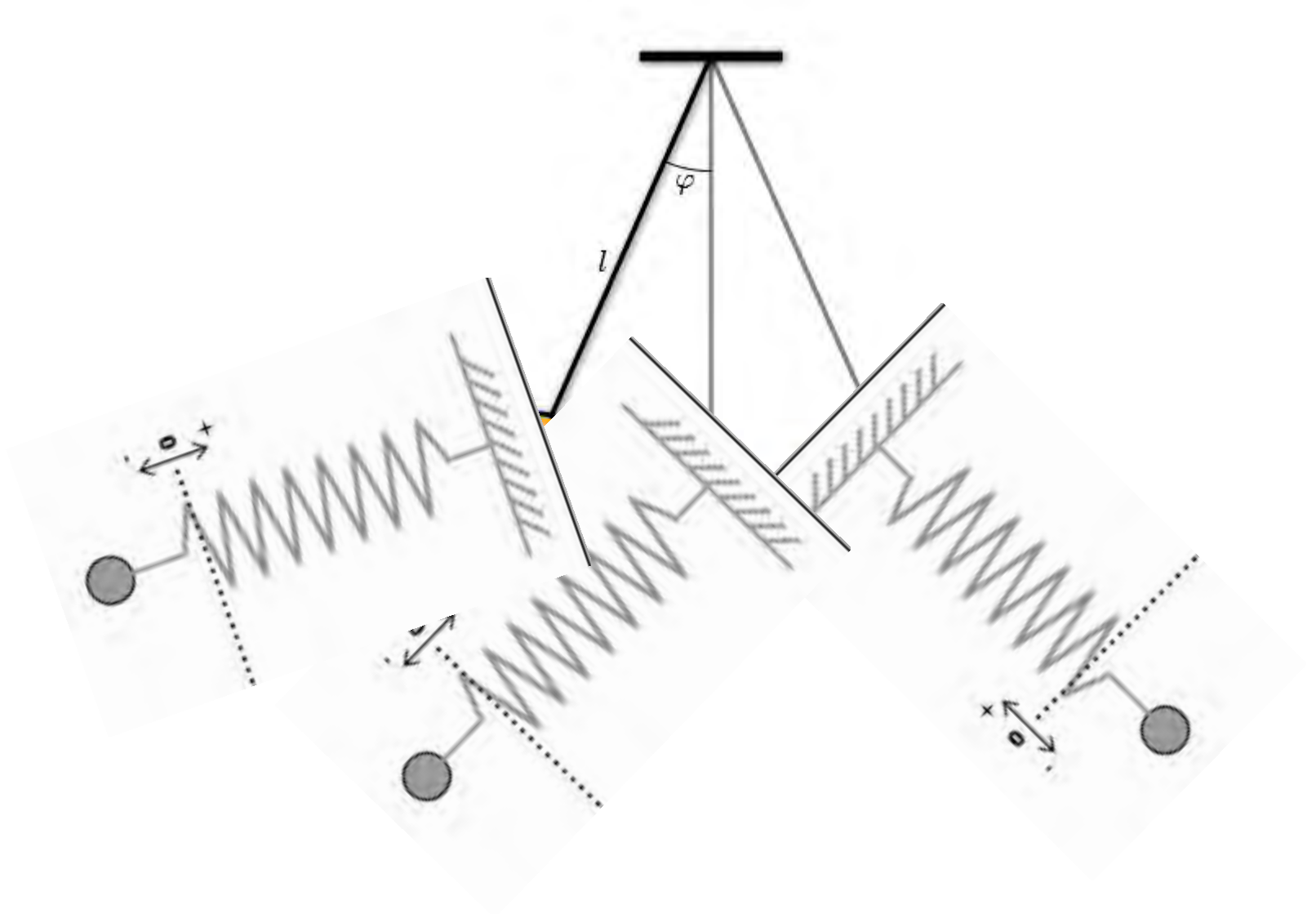
Economy



Infrastructure







The question of agency

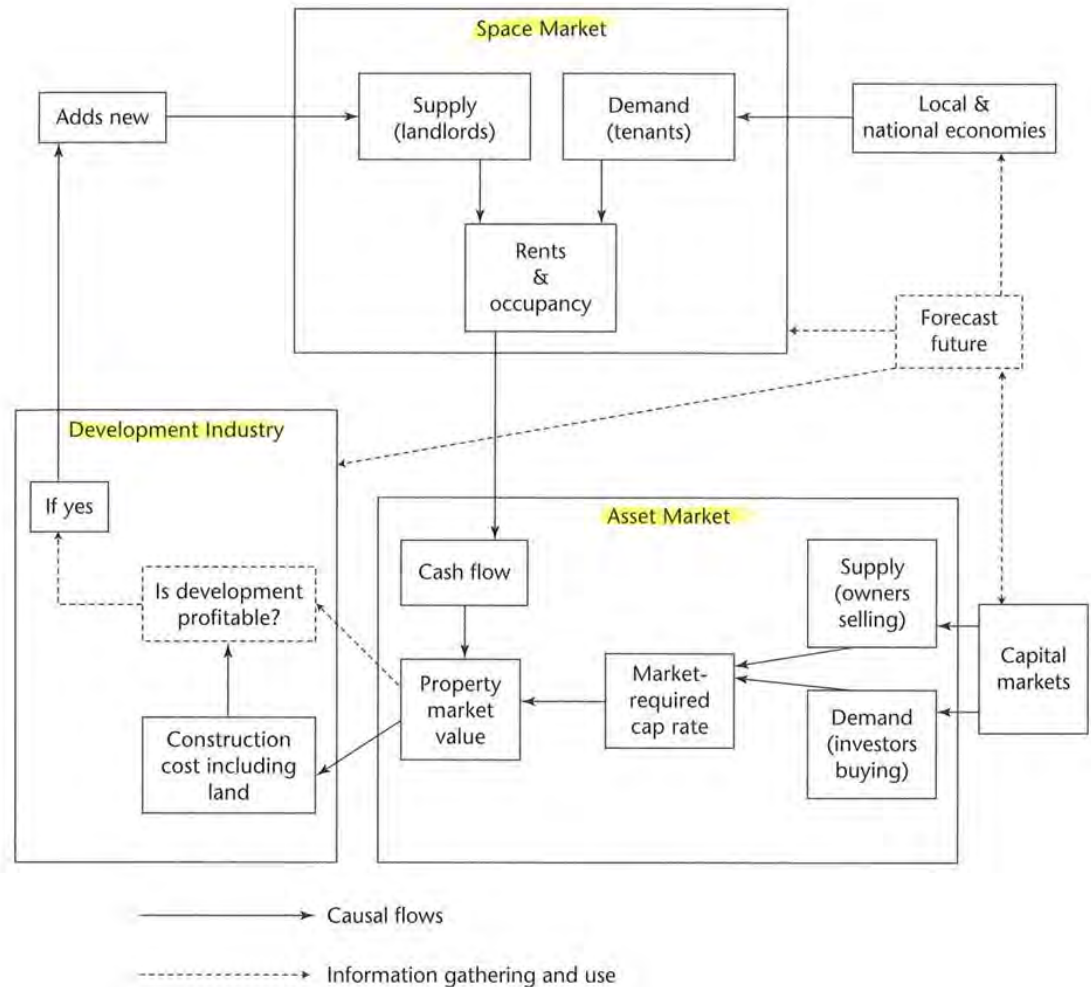
Infrastructures, buildings, remote places, discourses, decision-support instruments...

...how they affect other agents?

If one cannot remove them without consequences from a course of action, then they are part of the collective actor. (Latour 2005)

...what about the materiality and immobility of buildings?

Real Estate System



Pensimo

A Theory of Assemblages

«A flash of red, a movement, a gust of wind, these elements must be externally related to each other to create the sensation of a tree in autumn.»

There is no Aristotelian ideal type of tree in autumn – only an immanent world of relations, from which a tree in autumn may emerge by relations of exteriority.

Basic concepts

An assemblage is a whole made up from self-sufficient parts.

Exteriority of relations implies a certain autonomy for the terms they relate: a relation may change without the terms changing. Properties of a whole are the result the actual exercise of the components' capacities to interact with each other. (DeLanda 2006)

«Capacities to affect and to be affected»

The identity of an assemblage is the product of a historical process. The ontological status of assemblages of any size is always that of unique, singular individuals. The ontology of assemblages is flat.

Real Estate Management in an Assemblage Perspective

Buildings of a portfolio as «probe heads» (or «search devices») explore potentials and specific scalarities of tapping into «energy landscapes».

The traditional conception of an investor reduces energy-management to a specific set of fairly well defined (and thus isolated) decisions. An assemblage perspective stages the investor as a spatially dispersed and hybrid actor-network that time and again modulated and relates infrastructure, parts of buildings, knowledge management, compliance and much more.

This opens up the potential to explore alternative energy-futures and their co-evolutionary interrelation with organizational becomings.

The Building as a Probe Head

Capacities to affect and to be affected.



Organizational Prerequisites and empirical Examples from Pensimo

Beyond anthropomorphism and anthropocentrism: Corporate Responsibility as an ongoing experimentation in responsiveness

«Pensimo emerges on the basis of the relations of its elements.

Elements include persons (such as staff, clients, various stakeholders), rules (management handbook, legal Compliance, law), Routines (well-rehearsed procedures, collective estimations and expectations), shared memories and stories or myths, dresscode, office space and more.»

(CRP-Concept)

Pensimo as a spatially dispersed and hybrid actor-network that relates infrastructure, parts of buildings, knowledge management, compliance and much more – *differently in different configurations.*

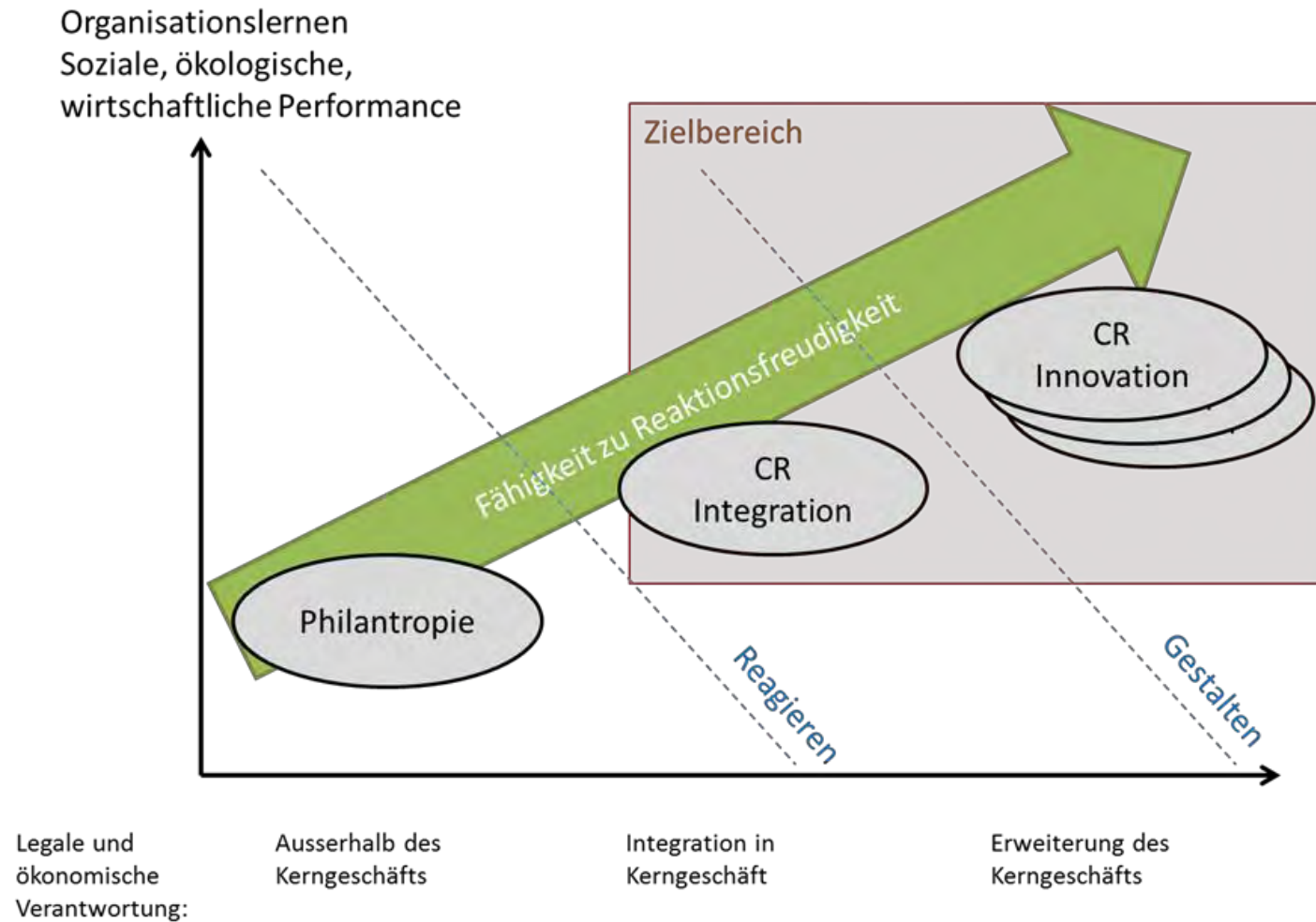
Organizational Prerequisites and empirical Examples from Pensimo

*Responsibility is an ongoing experimentation in responsiveness.
Responsibility is the Capacity for Responsiveness.*

⇒ «Capacities to affect and be affected»

Result with regard to Energy / Sustainability:

- Goal: Exploration of the contextually best solution. Specificity.
- No Labels
- No best practice (ticking boxes)
- Solutions spread significantly



Organizational precondition / Corporate Responsibility Policy

Important source for:

- legitimacy of action
- business ethics
- governance of collective learning processes

⇒ paramount for an organizational transformation

...some current examples

Chiasso, Centro Valsangiacomo

New Construction

93 Apartments &
Commercial and office
space

- First Minergie-A building in Ticino
- Groundwater Hydro-Extractor
- Largest photovoltaic project in Ticino (Housing)



Oberhasli, Birchstrasse

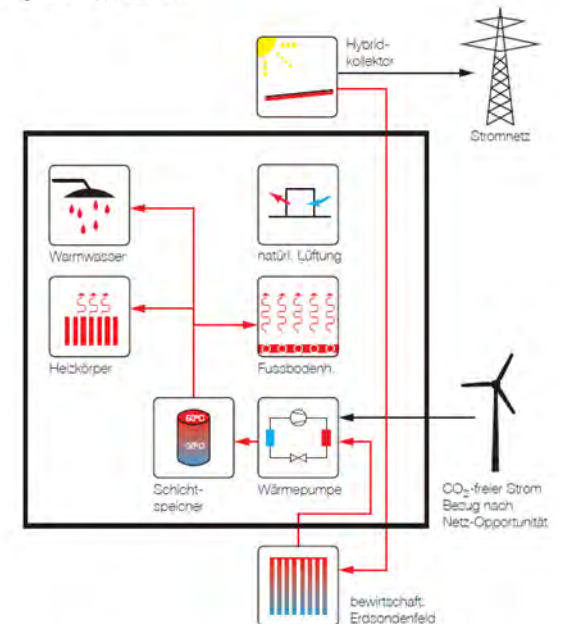
Refurbishment and Stockpiling

26 + 12 apartments

- Stockpiling ‘state of the art’ (no label)
- «Zero Emmission» concept for existing building



Energiekonzept „Oberhasli“

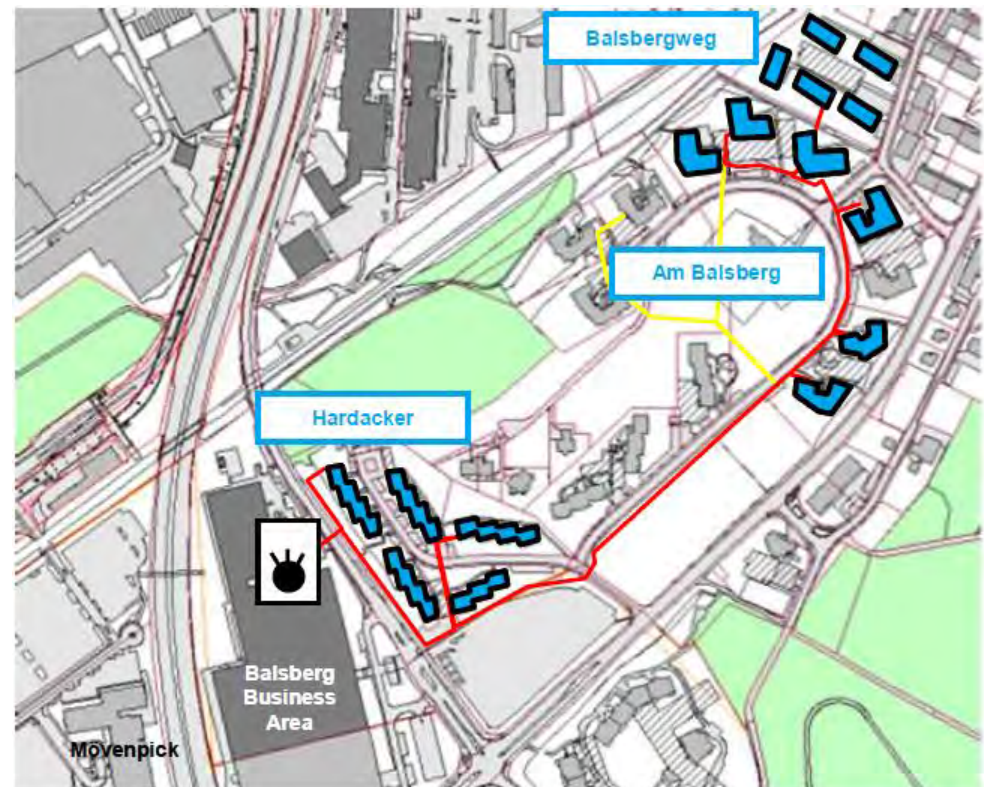


Kloten, Balsberg

400 apartments in a
heating network

Source: Oil firing
Contract expiring

Exploration of
opportunities and search
for the right scale
ongoing



Conclusion: Energy as Context or Driver?

- «real estate» must discover its «missing masses»
- Technology is not the problem
- Governance: Don't trust in standardization & «linear» regulation («complexity»)
- Business models are not sufficient: organizational capacities/learning are key
- Innovation means leaving the beaten track:
Legitimacy, courage, trust, self-perception
need of organizational change, culture change, change of mindset
(committees, board, etc.)