

CIB European Affordable Housing Symposium 2026

Delivering affordable housing at scale through industrialisation.

WHAT SHOULD CHANGE IN THE DELIVERY SYSTEM?

**Failure As a Resource : A Generative and Growth Perception of Failure by
Encouraging Learning from Project-related Failures.**

By

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Introduction

- Even with advanced technology, the sector still experiences project failures (time and cost overruns; termination and abandonment).
- Highly focused on productivity
- Focus on time and cost leading to the 'race to the bottom'; gold plating practices etc.
- However, we should value learning from past failures.

Any Benefits from Failures?

- In an event of failure, networks and systems are disrupted;
- May lead to loss, resources, lives.
- Social hardships (e.g job loss).
- E.g., Grenfell tower fire disaster and the collapse of Carillion which involved 72 deaths and over 2000 job losses, respectively.

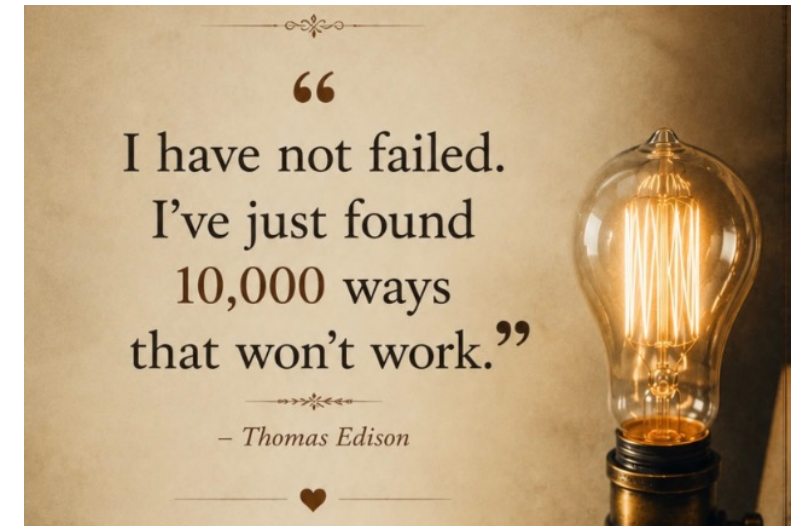


What should Change? – Growth Perception of Project Failures:

- ☐ Failure as an opportunity to improve.
- ☐ Highlight what is not working/weak in the delivery system.
- ☐ Generative approach – constructive destruction by learning from past failures.
- ☐ Who to work with and not who to fire!

Can we collaborate to answer the following questions to improve housing delivery?

- ☐ Can we improve MMC delivery in housing by Learning from past failures?
- ☐ Can we achieve sustainability (what works and does not) by learning from failed sustainability measures/practices?
- ☐ How can failure inform innovation housing delivery?
- ☐ Are we even aware of the failings in the housing delivery system?



**Failure is an orphan,
but success
has a hundred
fathers.**

**Implications and
Conclusions**

**Look forward to further
discussion and
collaboration.**

Build trust, tolerance,
sense making and
reframing of failure as an
opportunity.

Challenge the narrow
utopian expectation of
project delivery in only
failure-free environments.

This does not mean that
underperforming parties
should be kept on the job
or within the network;

Accountability and
acknowledging failures is
important so that
appropriate support may
rendered.

Seek new networks or
partnerships from other
markets, sectors or
locations –allow exit of old
firms and entry of new
ones.

Failures and crises to help
with identifying and
removing dysfunctional
institutions or practices
and create better ones;
adaptation;

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