



Soft and Hard Factors Influencing the Sustainability of the Private Survey Sector in Georgia

A study about the sustainability of large-scale professional training

HYPOTHESIS

There is a big contrast between the well meant ideas and concepts of the consultancy and the reality.

Reality means on the one side: the imprints of socialist past – people unwilling to co-operate and join forces; greed for quick money, uncontrolled by a view on the common goal and long term future.

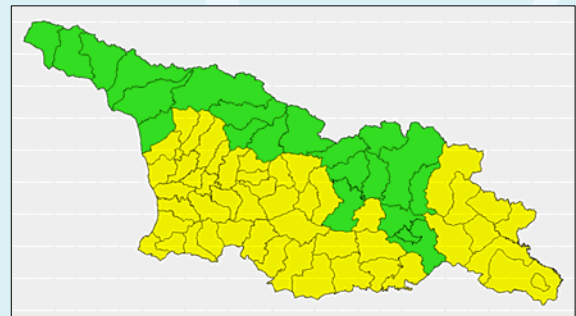
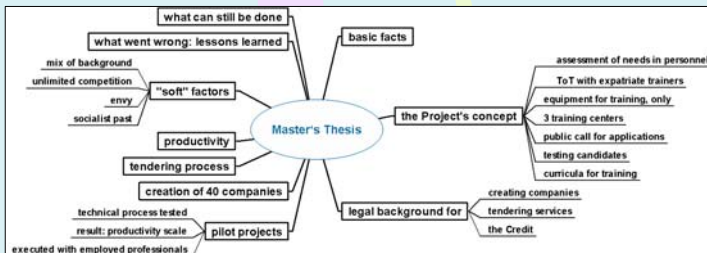
On the other side: the project which wants to apply the rules of pure capitalism after some period of grace.

This unrecognized gap between interests and positions must lead to the collapse of the profession before it has got a chance to develop with disastrous consequences for the sustainability of the private sector.

THEORETICAL ASPECTS

This study seeks:

- to clarify the factors that contribute to the “Cadastral and Land Register Project” escalation;
- to investigate some “best management practices” on how to lead such projects.



RESEARCH QUESTIONS

The research problem raises numerous questions that were addressed during the study and allowed to generalize from the lessons learnt:

- Why are projects of development cooperation often characterized by an unrecognized gap between donor's ideas and national reality?
- What went wrong? At which stage?
- What have been the expectations - on both sides?
- What should have been done and what can still be done?
- Which learnt lessons can be generalized and may be useful for other projects?

RESEARCH OBJECTIVES

- To identify soft and hard factors that influenced and are still influencing the sustainability of the private survey sector of Georgia;
- To review factors that triggered escalation of commitment into certain courses of actions.

METHODOLOGY

A qualitative approach based upon questionnaires and semi-structured interviews has been followed for the research.

A “learning history” approach was chosen, as a new form of organizational assessment, helping an organization/project to listen to what “it is trying to tell itself” about its own experience and change efforts. The contents of the document comes from interviews with the people who initiated, implemented and participated in the development efforts.

FINDINGS

- In contrast to much of the existing literature, the escalation that occurred in the Georgian project was neither sudden, nor in direct response to ambiguously negative feedback. “Cadastral and Land Register Project” case quite clearly shows that escalation is not a one act play staged by inefficient managers who belatedly realize that they are pursuing a failing course of action. Rather, it is a drama in which managers struggle to demolish one view of reality and substitute it by another;
- De-escalation may be a gradual process in which solutions emerge as managers begin to understand the magnitude of the problem and to enact changes in problem definition;
- In this light, the “Cadastral and Land Register Project” case study and escalation model represent a first step towards a better understanding of how managers can cope with and finally extricate themselves from a failing course of action. Further work is needed in order to understand more fully the dynamics of escalation and de-escalation and the extent to which the findings observed in the Georgian project can be generalized.

CONCLUSION

If designers of projects as well as their leaders do not understand the forces that keep significant change from taking root and growing, all their entreaties, strategies and change programs will produce more frustration than real results.

It is also noteworthy, that some monster transnational companies are failing in the 21st century, therefore it is not surprising that some small companies were unable to survive in severe market conditions. Unfortunately the will and desire of one or even several groups of people is not sufficient to move the wheel of private surveying and maintain sustainability. It needs the support from the overall social and economic structures as well as management training (in addition to the pure technical training).