

ARCOM
25th Annual Conference
Nottingham, UK
7th – 9th September 2009

***X* Complexity effect of project
team member selection
practices in construction**

Antoniadis D.N.
(Project Manager &
Research Student
UK)

Edum-Fotwe F.T.
(Loughborough
University, UK)

Thorpe A.
(Loughborough
University, UK)

McCaffer R.
(Loughborough
University, UK)



**Loughborough
University**

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Research Objectives

To determine how far low in the project structure techniques for selecting team members are implemented

To investigate if the current approach for selecting team members considers the effects of complexity

The background

Construction projects are considered a temporary endeavour in a dynamic environment where complexity is formed from interconnections.

Complexity arising from interconnections reflect 16 distinct characteristics.

The transient effect on the boundaries formed can be addressed through the selection of team members' process.

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Research Methodology and Response

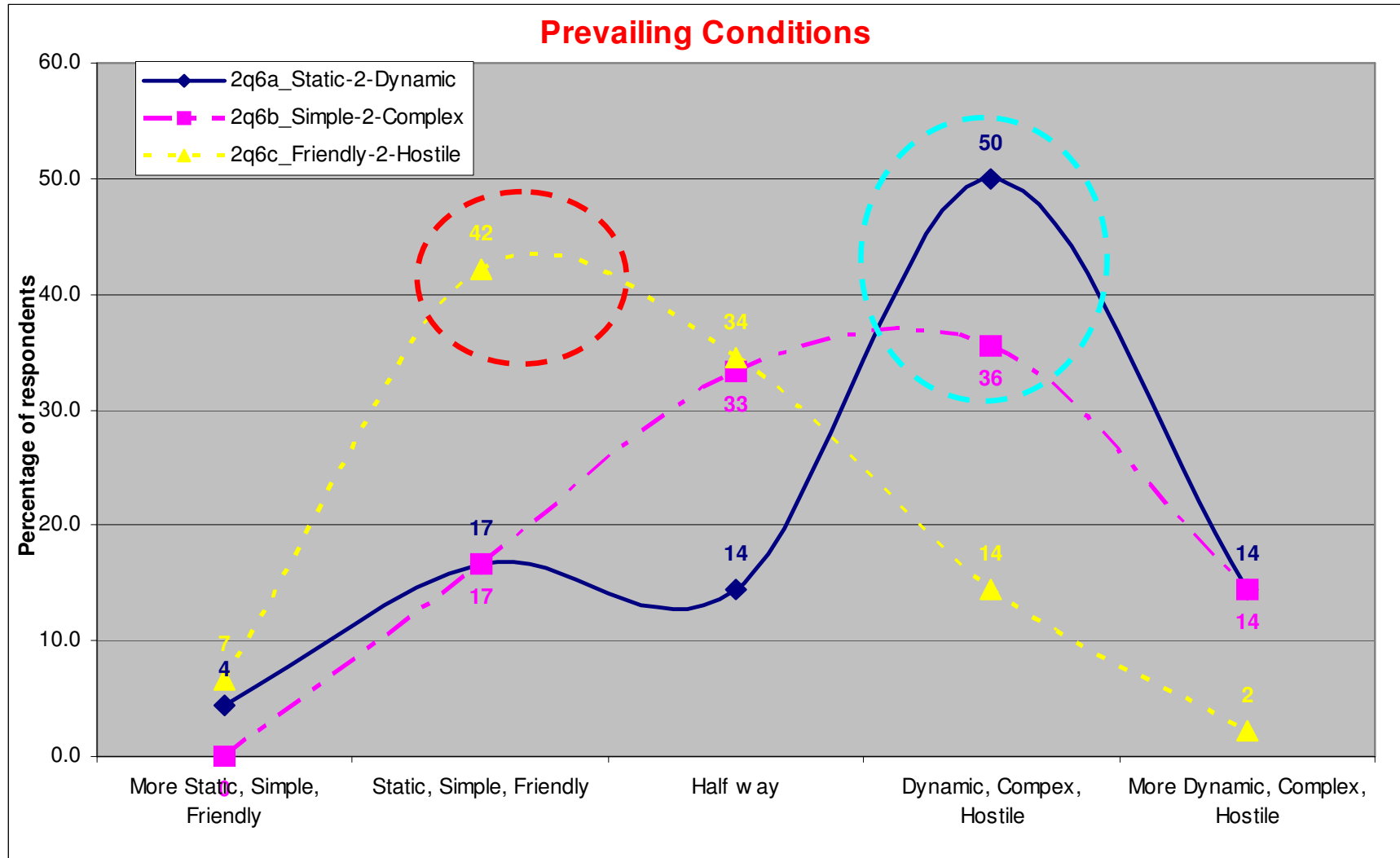
A quantitative and a qualitative approach was employed in a stratified sample.

From 180 randomly selected PM practitioners received 91 valid responses to the survey.

Conducted 31 closed interviews with PM practitioners from Director to Site Manager level.

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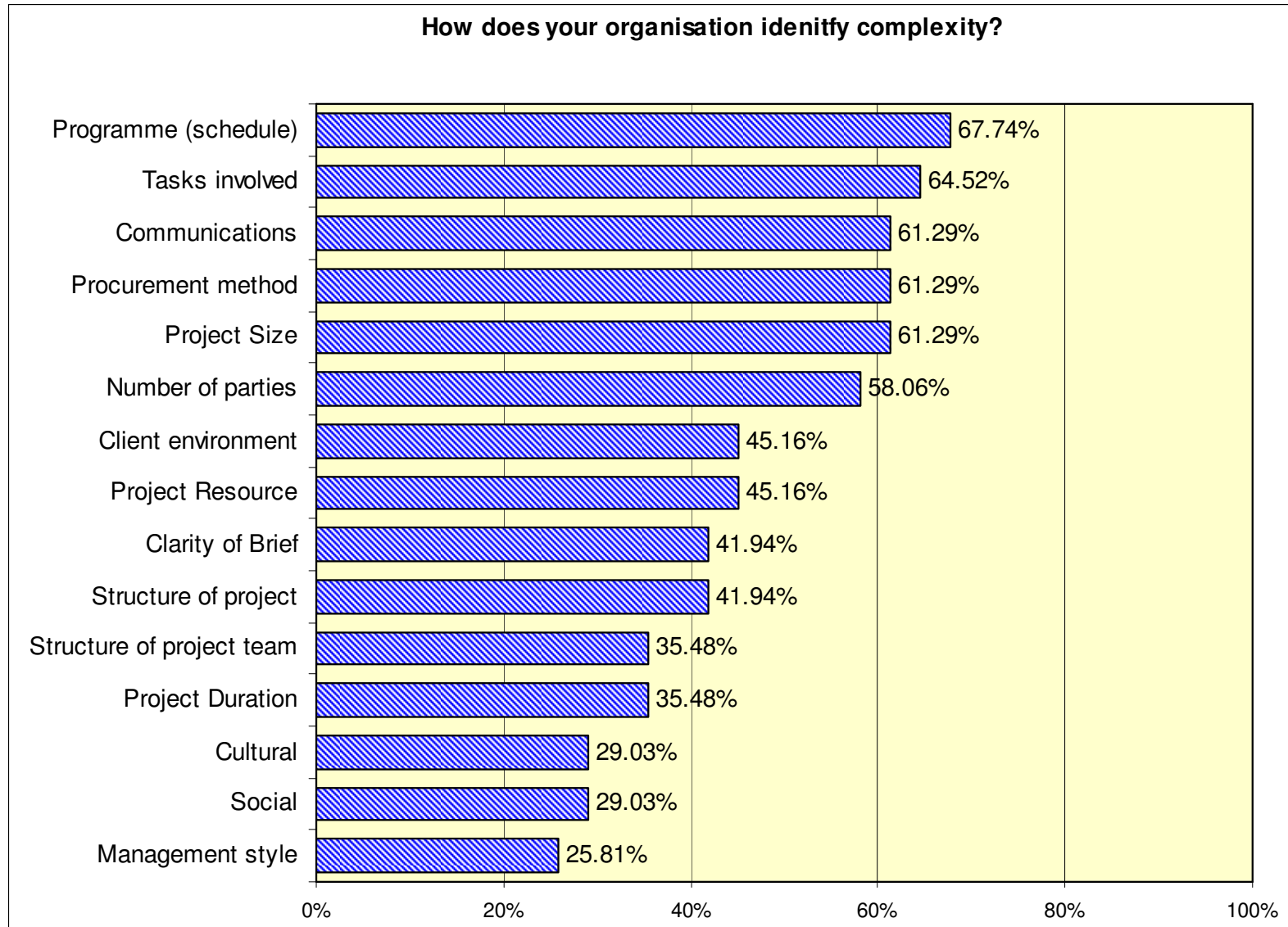
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Response regarding levels of knowledge, implementation of personal profiling techniques and selecting team members techniques used

Question	Reply
2q1: Does your organisation offer you guidance in selecting project team members?	Yes
2q2: Are you aware of any known techniques/methods of personal profiling?	Yes
2q4: Please indicate for which project team members personal profiling has been carried out, within your company.	None
2q5: In your company, is personal profiling considered, as part of the selection process, when appointing Project Managers to a project?	No
2q10: Do the site supervisors use any selection process techniques?	No
2q11: Indicate which of the following techniques/methods your supervisors use/consider for selecting team members	None

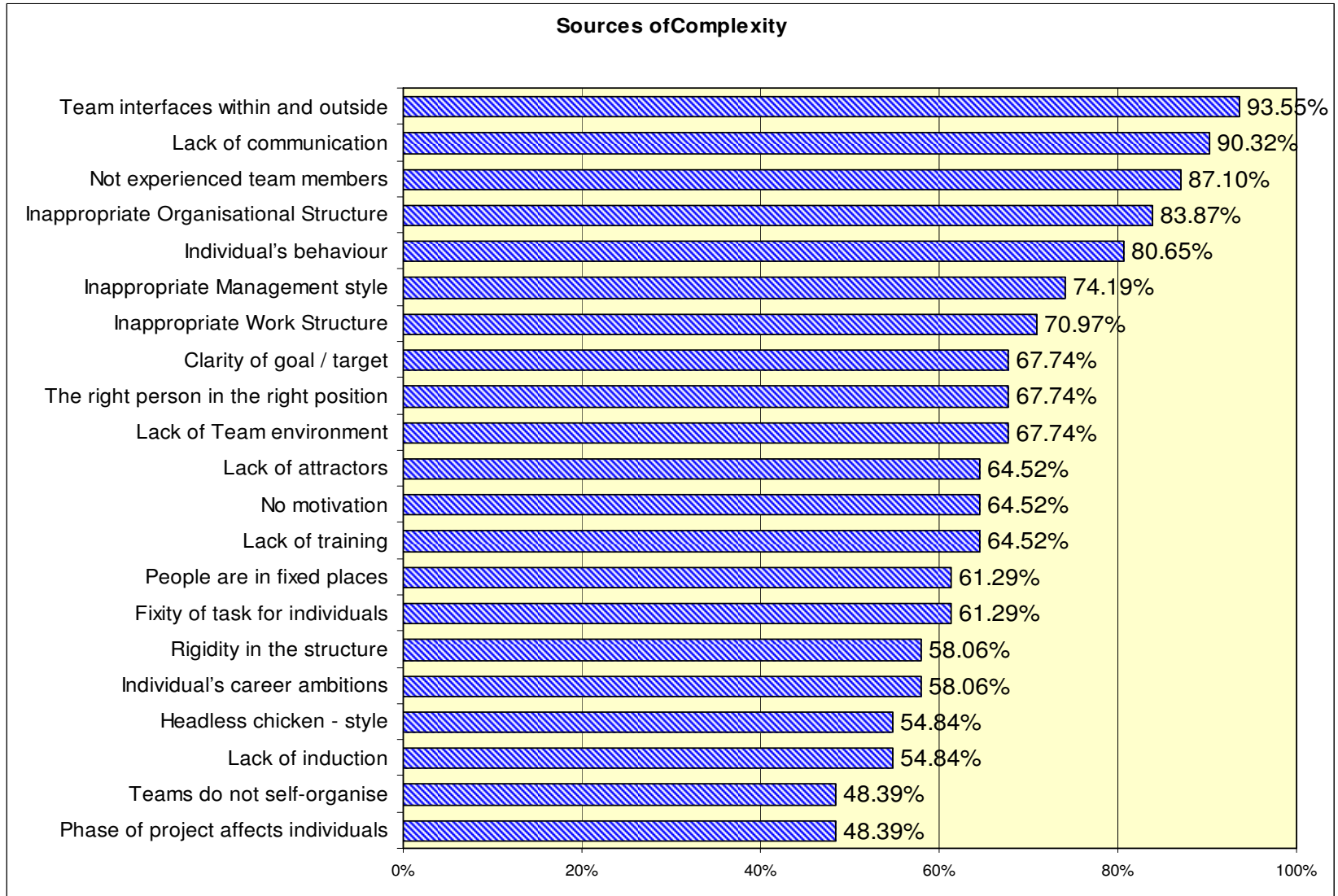
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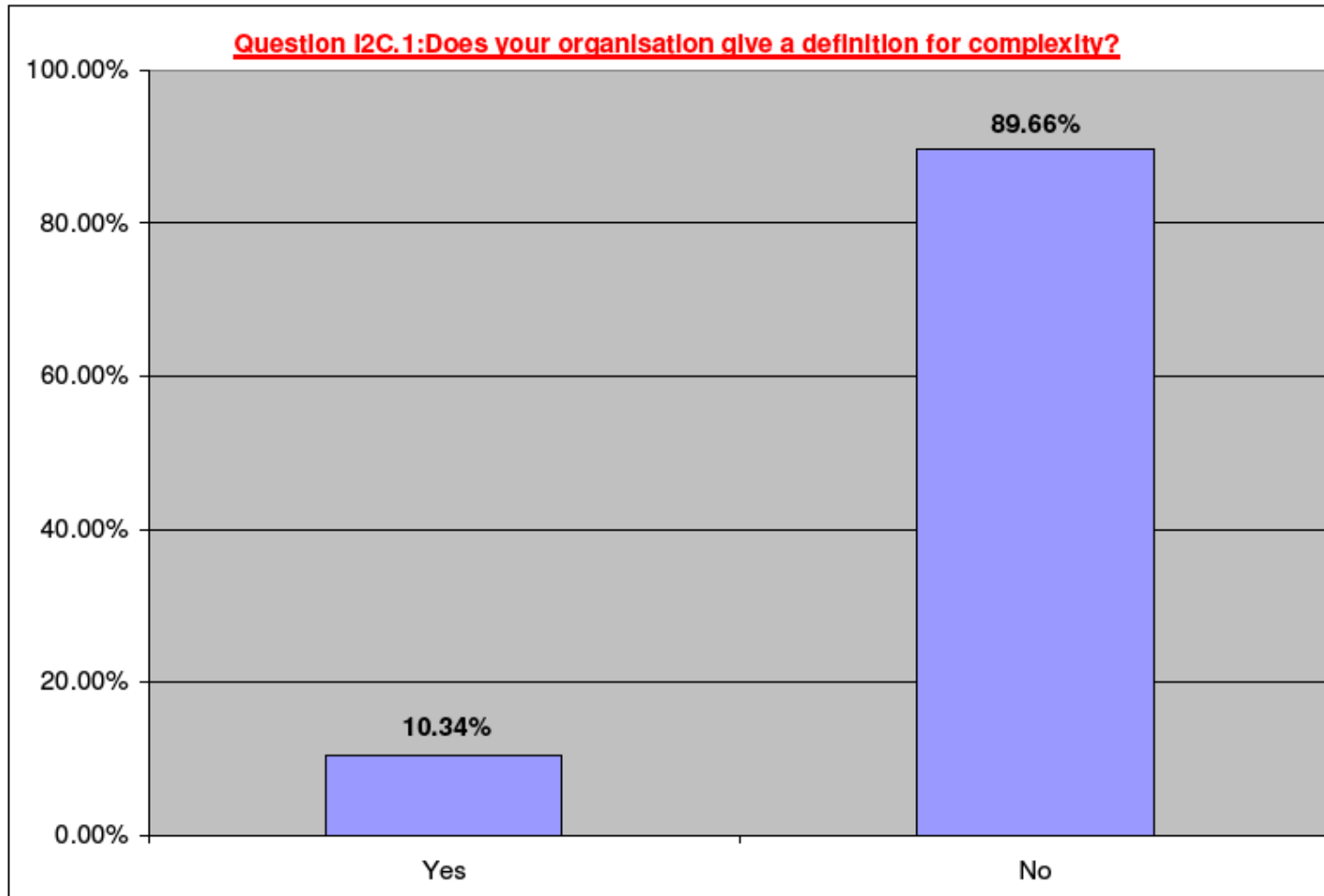
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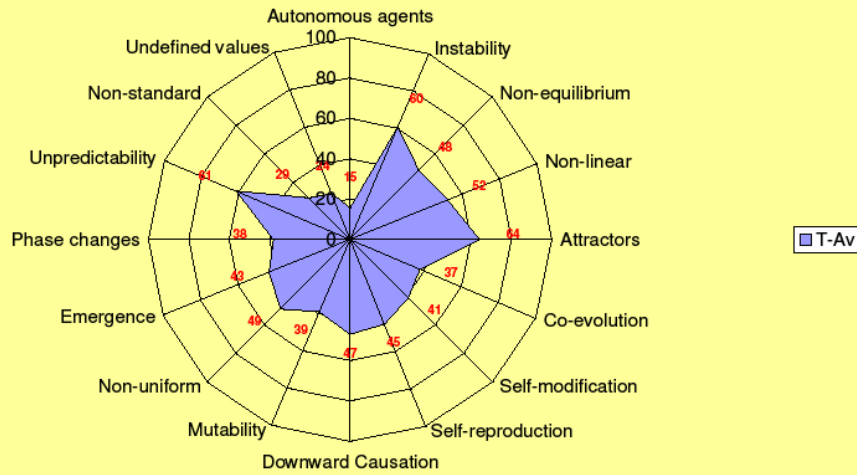
Graphs Chart 1



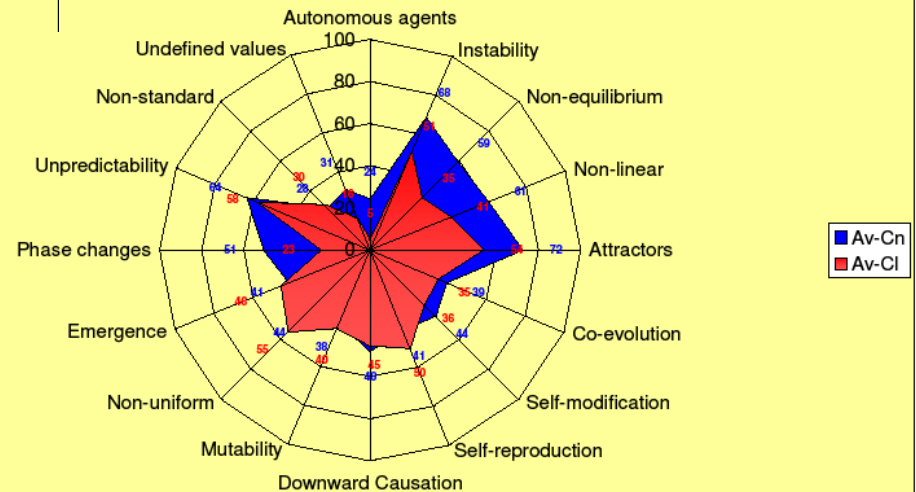
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Conditional, Developmental & Behavioural Complexity Characteristics
Selecting Team members - Overall Results



Conditional, Developmental & Behavioural Complexity Characteristics
Selecting Team members



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Conclusions

Determination and management of complexity remains within various mechanistic tools established by the construction industry

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Thank you

Contact Details: Dimitris Antoniadis

Tel. No.: (++)44 7754 522 049

Email: **dnanton00@googlemail.com**

Or **D.Antoniadis@lboro.ac.uk**

Website: **www.danton-progm.co.uk**

