

PROJECT REPORTING AND COMPLEXITY

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All project life cycles from the shortest to the longest demand from the project teams some type of reporting.

Currently the construction industry perceives reporting as a bureaucratic contractual process that occurs as and when demanded by the Client or the Senior Manager. It does not contribute as much as it should to the decision making process and frequently the faster pace of the project makes the reporting process redundant.

Reporting, as part of the *written form* of communication within the project system, is considered as the means of interconnecting the numerous activities that contribute towards the delivery of the project and the actors that are involved in the project. The interconnections or interrelations are established through the report writers (encoders) and the recipients of the reports (decoders) and these are affected by a number of factors. These factors and the number of interconnections introduce complexity.

In this paper the authors will review current literature in project reporting and will present examples of reporting features that contribute to project complexity. They will discuss some of the key reporting attributes under the context of complexity and will propose a conceptual approach to minimise complexity driven in projects through reports. Finally they will highlight the future challenge(s) that are faced by academia and the industry with regard to reports.

Keywords: communication, complexity, information management, project reporting.

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