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# Investigating the changing role within PM teams in AEC projects

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# Outline

- Background
- Key questions
- The investigation
- Research results
- Indications from study
- Lessons and Conclusions

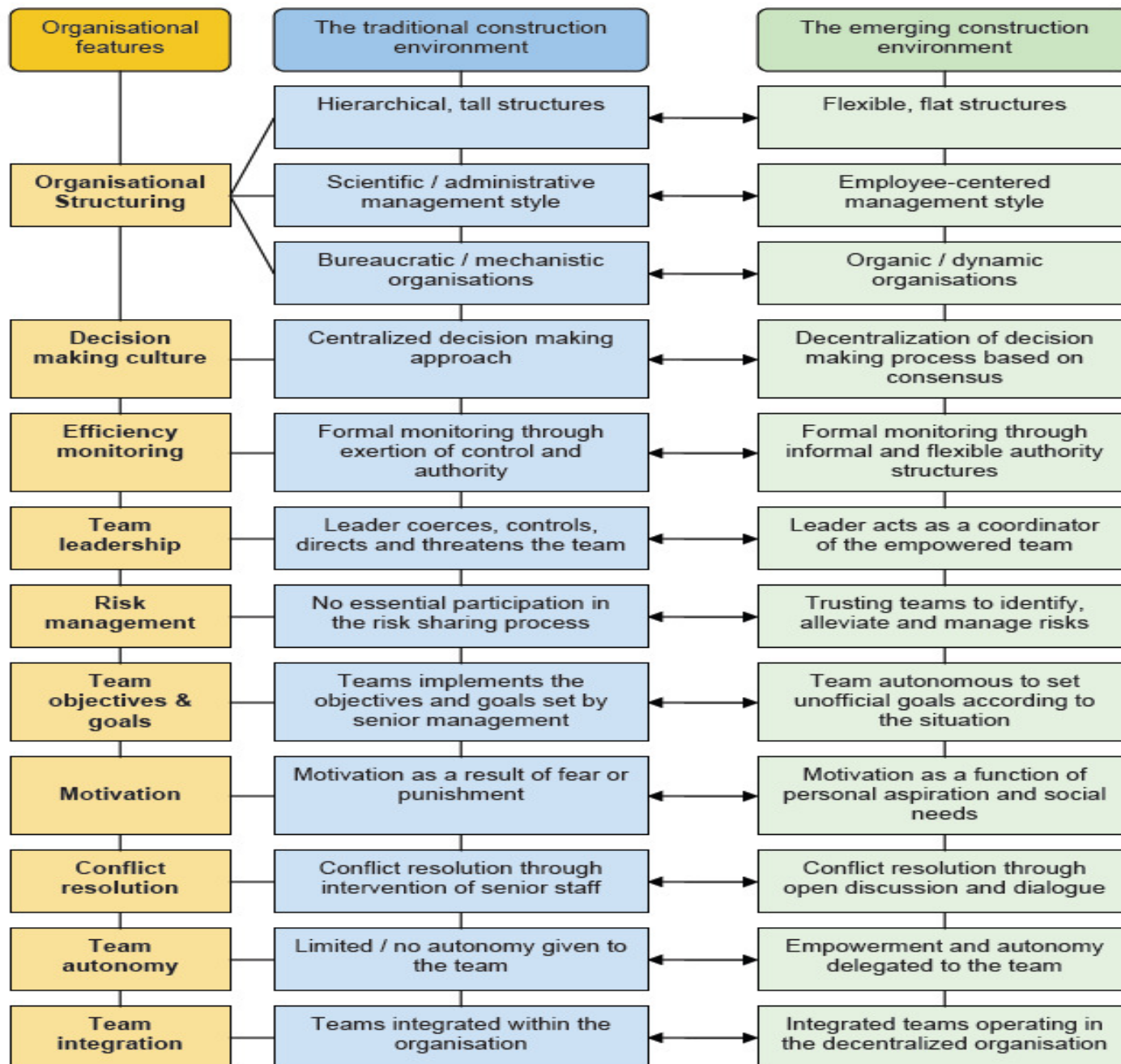


# Background

- The role of project management teams is changing
  - Multifunctional skills
  - Multiplicity of specialists
  - Flexible and dynamic
- *Decentralisation* is the catalyst for this transformation
  - Affects cultural behaviour & managerial style
- Need to determine the implications of this change on teams and organisations



# Traditional vs emerging environment



# Key questions

- How are PM teams structured?
- How do they operate?
- What is their relationship with the parent organisation within the decentralized environment?
- How is authority / power delegated within the team?
  
- This study has not addressed the why's
  - Forms next stage of the investigation



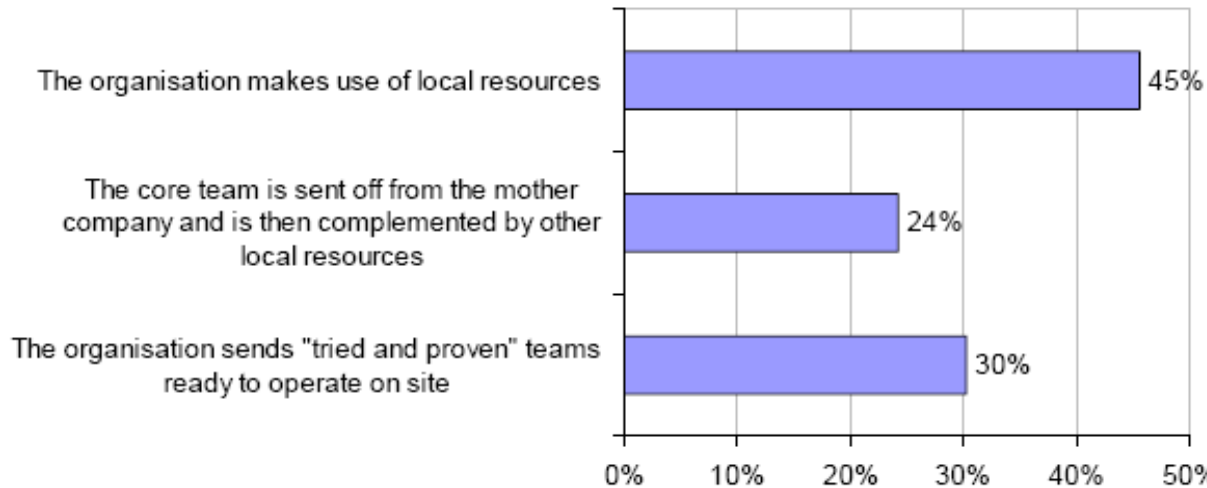
# The investigation

- Questionnaire survey
  - Constraints imposed by time and reach
  - Four sections
  - Postal distribution
    - Complemented by mail
  - Sample of 33 staffs from six organisations
    - Involved in various projects within the UK construction industry
  - 18.5 % response rate
- Case Study
- Rather small sample limits generalization



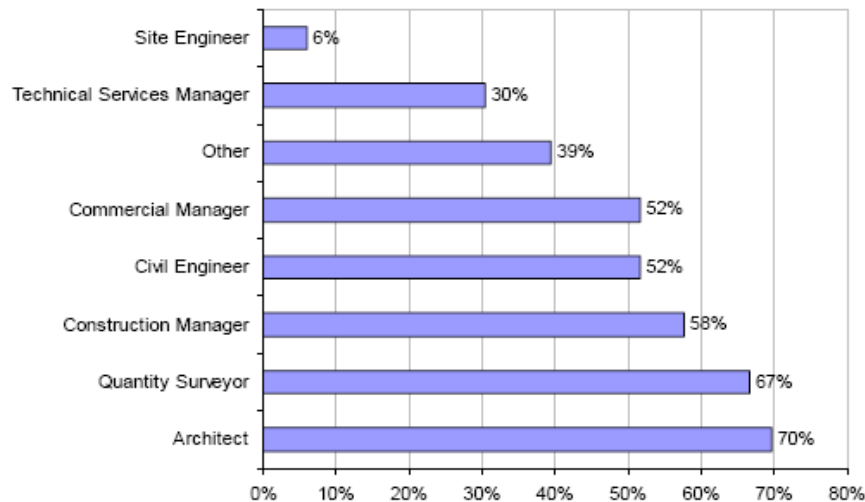
# The research findings (1)

Q5. How are the team members selected?

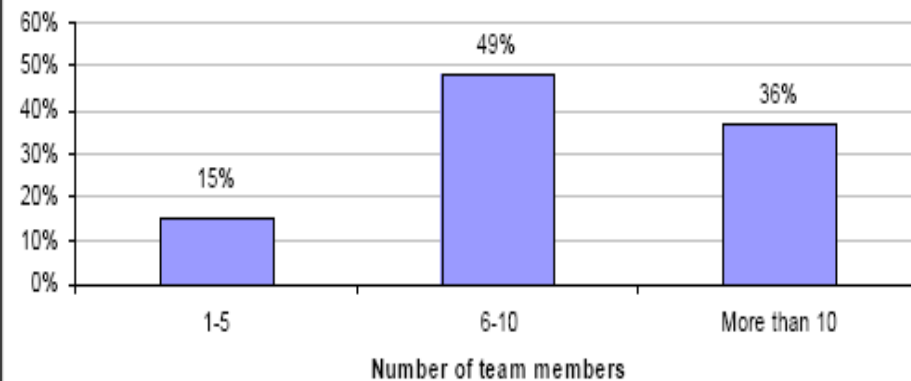


## Team structure and composition

Q2. What is the team structure?

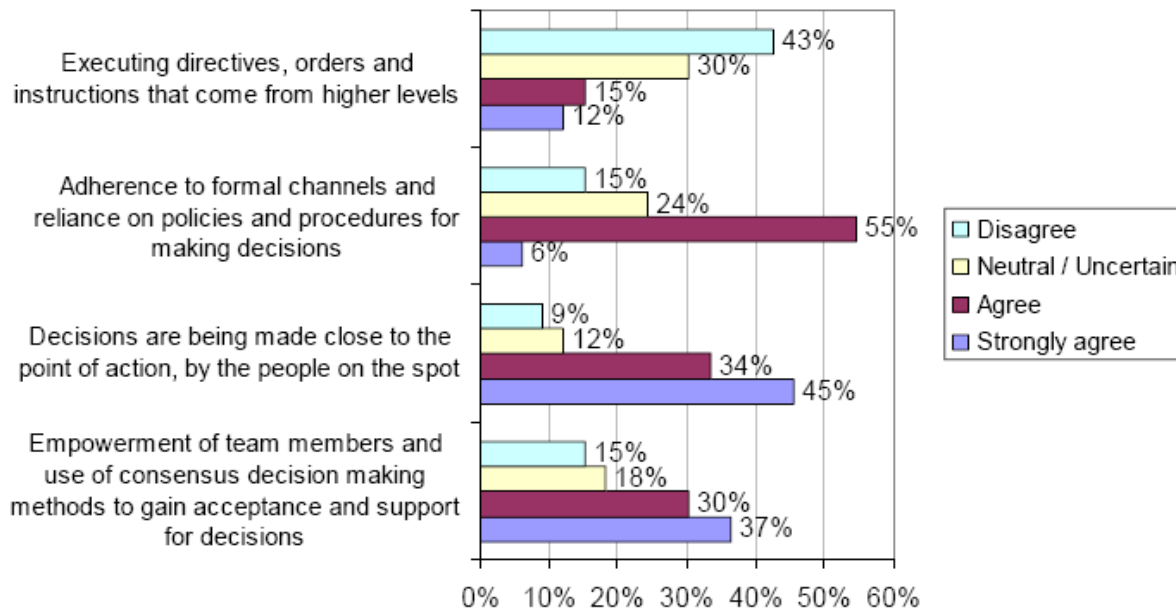


Q3. How many members does the project management team comprise of?



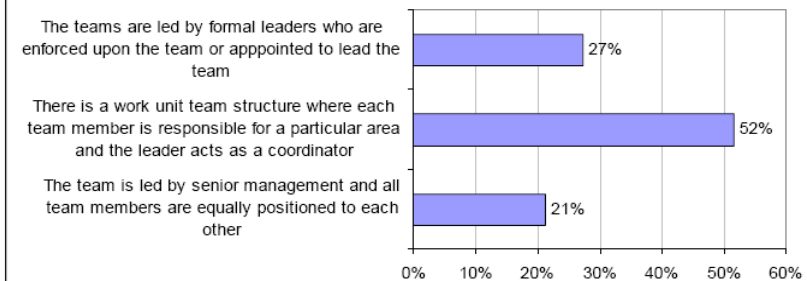
# The research findings (2)

Q6. How would you comment on the decision making process followed by the team?



**Authority / power delegation**

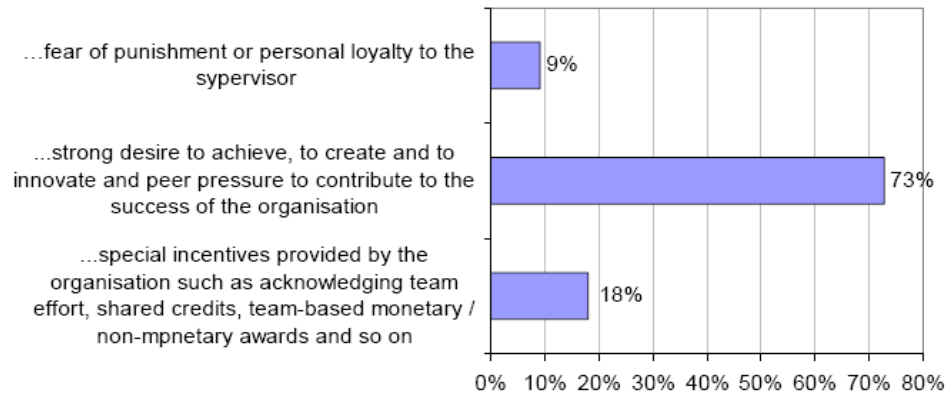
Q8. In terms of team leadership...



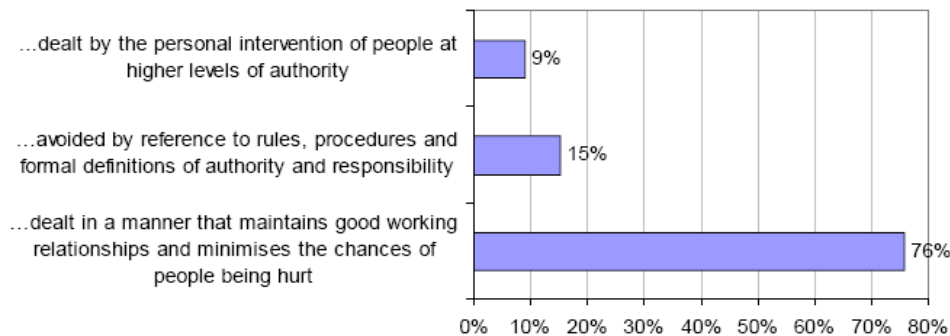


# The research findings (3)

**Q11. Work motivation is primarily the result of...**

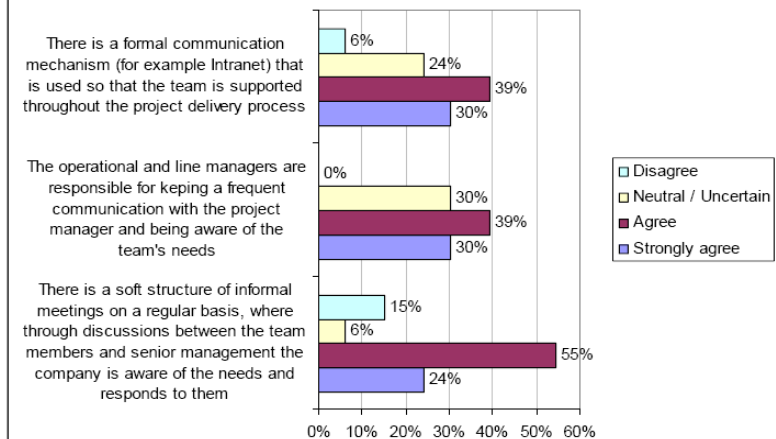


**Q12. Intergroup or interpersonal conflicts are usually...**



## Behavioural aspects

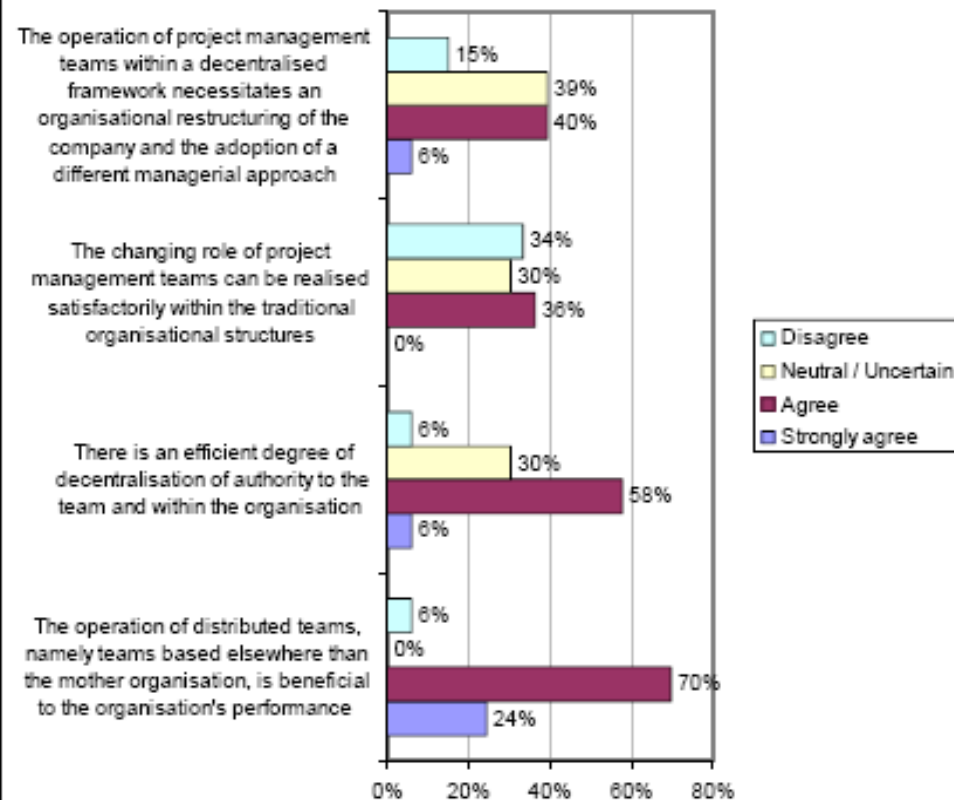
**Q14. In what ways is the team supported by the mother company?**



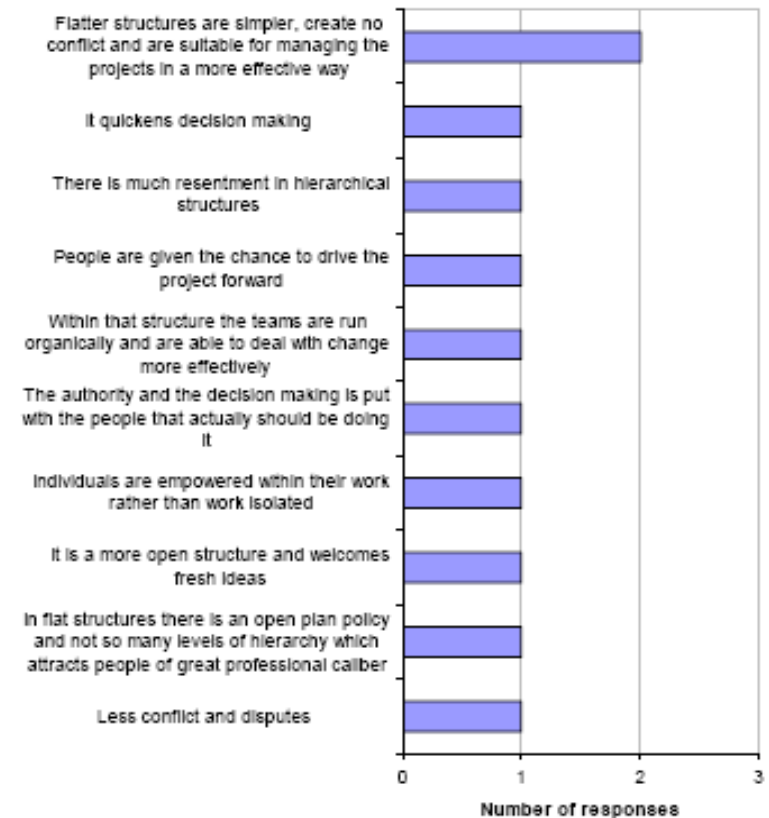
# The research findings (4)

## General views on PM teams

Q15. Please rate your agreement / disagreement with the following statements



Views on distributed project management teams



# Indicative inferences

- Divided regarding the need for an organisational restructuring
- Satisfied with the degree of power delegation and decentralisation of authority
- Distributed PM teams beneficial to organisational performance
- Case Study: supports flat structures
  - Minimum disputes
  - More open and flexible
  - Welcoming of fresh ideas



# Implications and lessons

- Successful PM teams accompanied by a sufficient degree of decentralisation
- Classical management approach still dominates contemporary management
- Self-managing PM teams most suitable in the distributed environment
- Organisational structuring
  - Organic structures
  - Sharing of power and control



# Conclusion

- Study investigates the impact of the distributed environment on PM teams and organisations
- Tendency to change conventional organisational structuring
  - Flatter / Less hierarchical / Open / Flexible
- The emerging environment
  - Organic style of management
  - Egalitarian culture
  - Common sharing of values, goals and beliefs
- What is called for
  - Understand the nature of the change
  - Manage effects on people and organisations



# Thank you !

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