

COMPLEXITY OF INTERCONNECTIONS AND THE SELECTION OF PROJECT TEAM MEMBERS IN CONSTRUCTION

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Abstract

Construction activities at the various levels of detail within the delivery process have an influence on each other. This creates interconnections and boundaries between the activities as well as the individuals within a team, and teams as a whole, within the project. The interconnection structures often cause complexity, which could lead to a reduction in performance if the resulting interface is not purposefully and efficiently managed. Understanding the characteristics of the complexity from these interconnections, and how these affect the selection of members into teams will enable the development and implementation of innovative project actions that will support the management of complexity from interconnection structures. Within this paper, the authors present the results of a study of construction organisations to shed more light of the influences of complexity generated by the interconnections. Complexity in the management of projects and the sub-process of team selection are reviewed in order to investigate the level of actions required to manage the effects of complexity. The results from the study have significant implications for the way teams are put together on projects, and present opportunity for achieving innovation in the management of project teams.

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