

Structuring of Project Teams and Complexity

D.N. Antoniadis^{1,2}, F.T. Edum-Fotwe², A. Thorpe²

1 Carillion Plc, UK

2 Dept of Civil & Building Engineering, Loughborough University, Loughborough, LE11 3TU, UK

Abstract

Project activities at the various levels within the delivery process have an influence on each other. This generates interconnections and boundaries between the activities as well as the individuals within a team, and teams as whole entities, within the project. The interconnection structures often give rise to complexity, which could lead to a reduction in performance if the resulting interface is not purposefully and efficiently managed. Understanding the characteristics of complexity caused by interconnections and their effect on the performance will enable better management of project teams. The authors present the results of a multi-method study of construction organisations to highlight the effects of complexity generated by the interconnections. Complexity in the management of projects and in particular the sub-process of structuring teams 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 the sub-process of structuring teams in projects is currently conducted and present opportunity for achieving innovation in the organisation of project teams.

Keywords: Complexity, Interconnections, Structuring of Project teams, Project Management processes, Project performance

¹ dnanton00@googlemail.com

² D.Antoniadis@lboro.ac.uk