

09-07-2019

P5 Presentation


KEY FACTORS IN TEAM COLLABORATION

A QUALITATIVE STUDY TO DETERMINE THE TEAM EFFECTIVENESS OF AN
INTER-ORGANIZATIONAL, INTERNATIONAL PROJECT-BASED INTEGRATED TEAM



Jesse van Viersen

00 Content

- 
- Introduction
 - Background
 - Research
 - Findings
 - Conclusions

01 Introduction

Project complexity



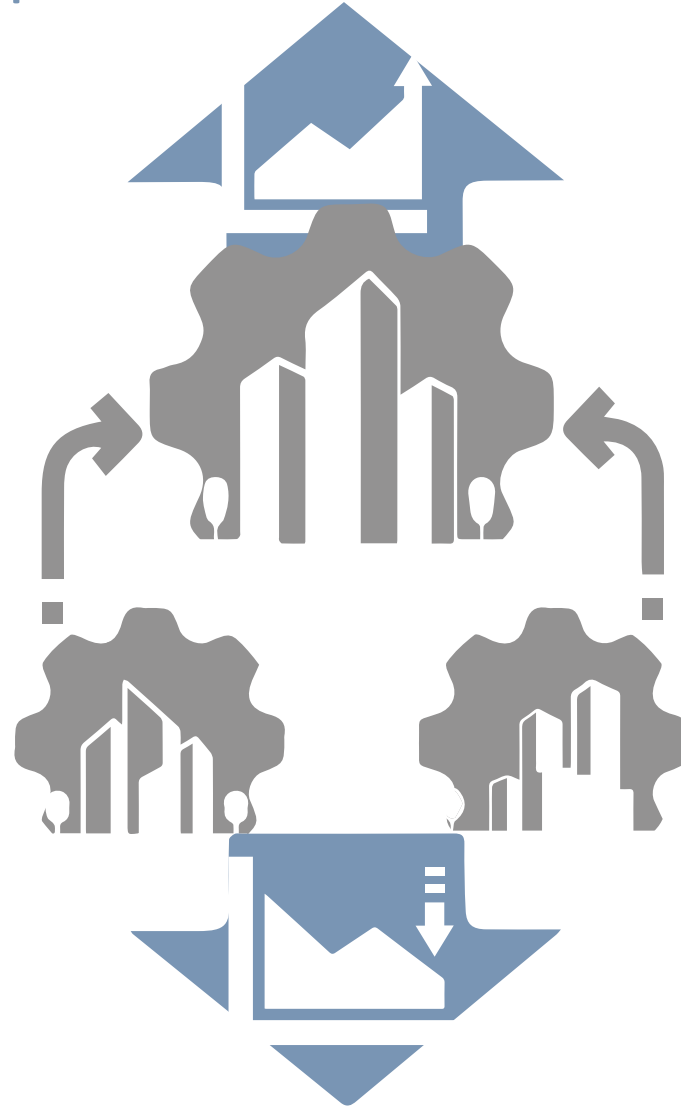
Specialization



Collaboration



Positive/negative impact



Research aim

Define which factors have the most influence on team collaboration

- Outcome helps future project-based teams creating better circumstances from start of project. Which will result in more effective use of the team.

Optimize efficiency of a project-based team

- Dependent on factors which are described in literature

Research question

“What are **key factors** which influence **team collaboration** of a **project-based integrated design team** in context of a **large-scale complex building project**, influenced by **fast growth**, different **cultures** and a **changing scope**?”

02 Background

Research context

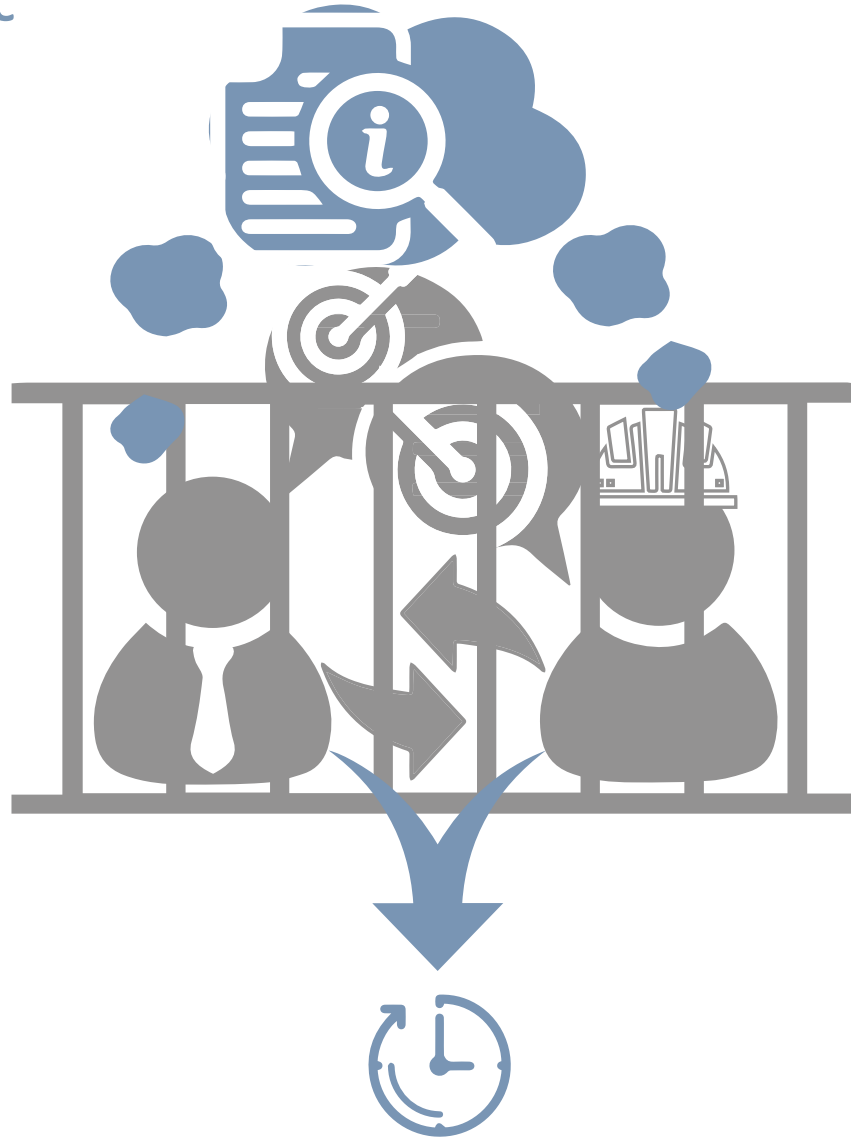
Team:



Kozlowski & Ilgen (2006), Chiochio, Kelloway, & Hobbs (2015)

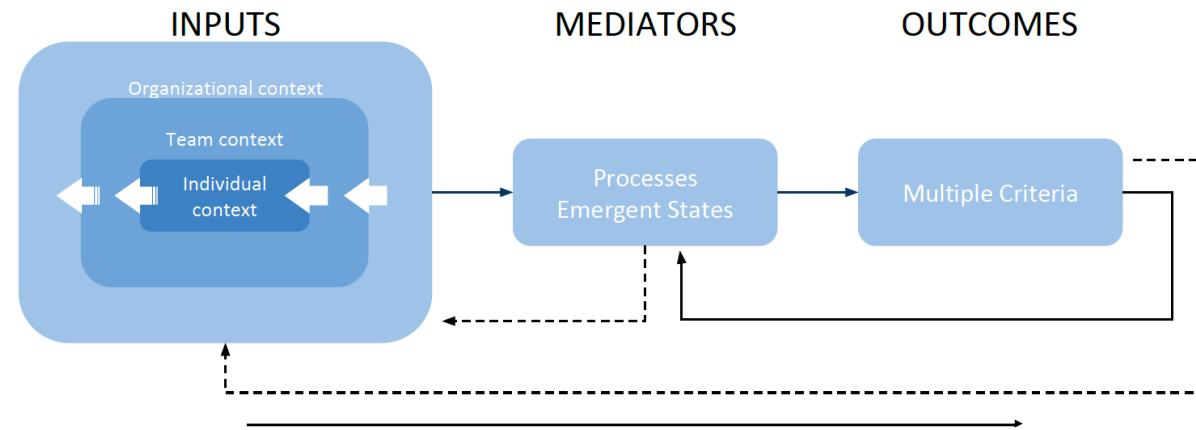
Research context

Project team:



Chiocchio, Kelloway, & Hobbs (2015)

IMOI framework



Ilgen, Hollenbeck, Johnson, & Jundt (2005)

03 Research

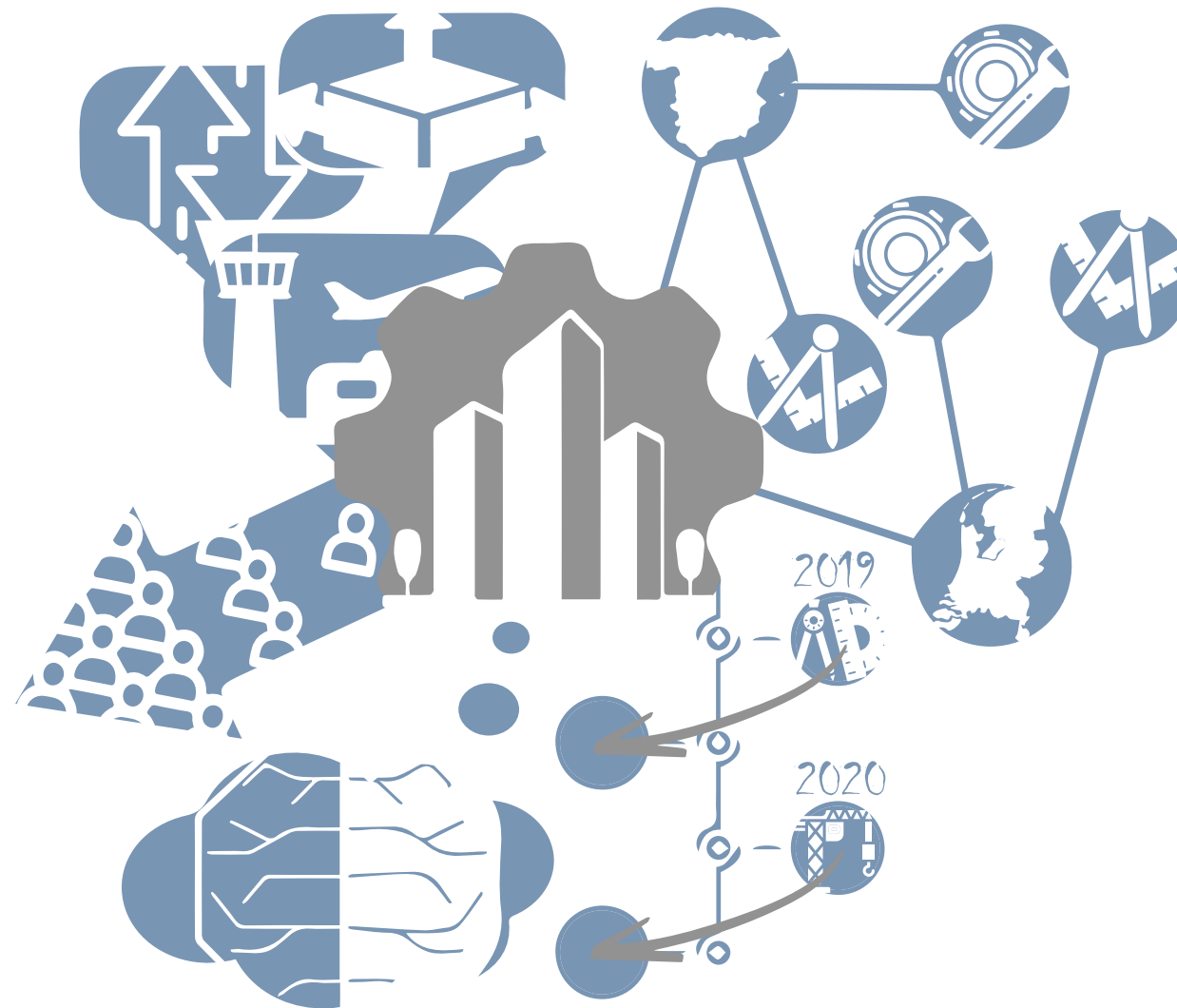
Research design



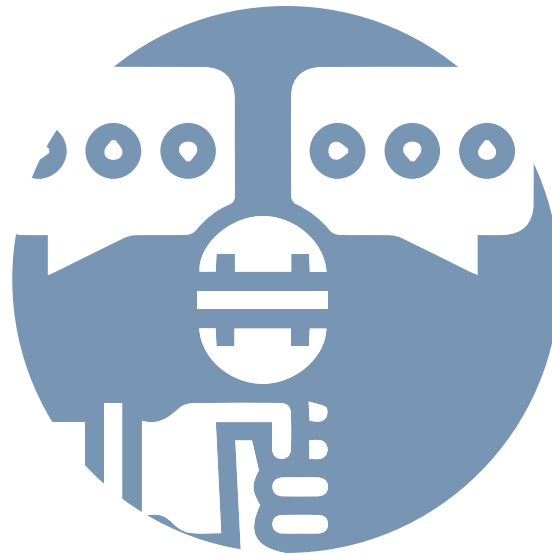
Qualitative research design

Single case study

Case introduction

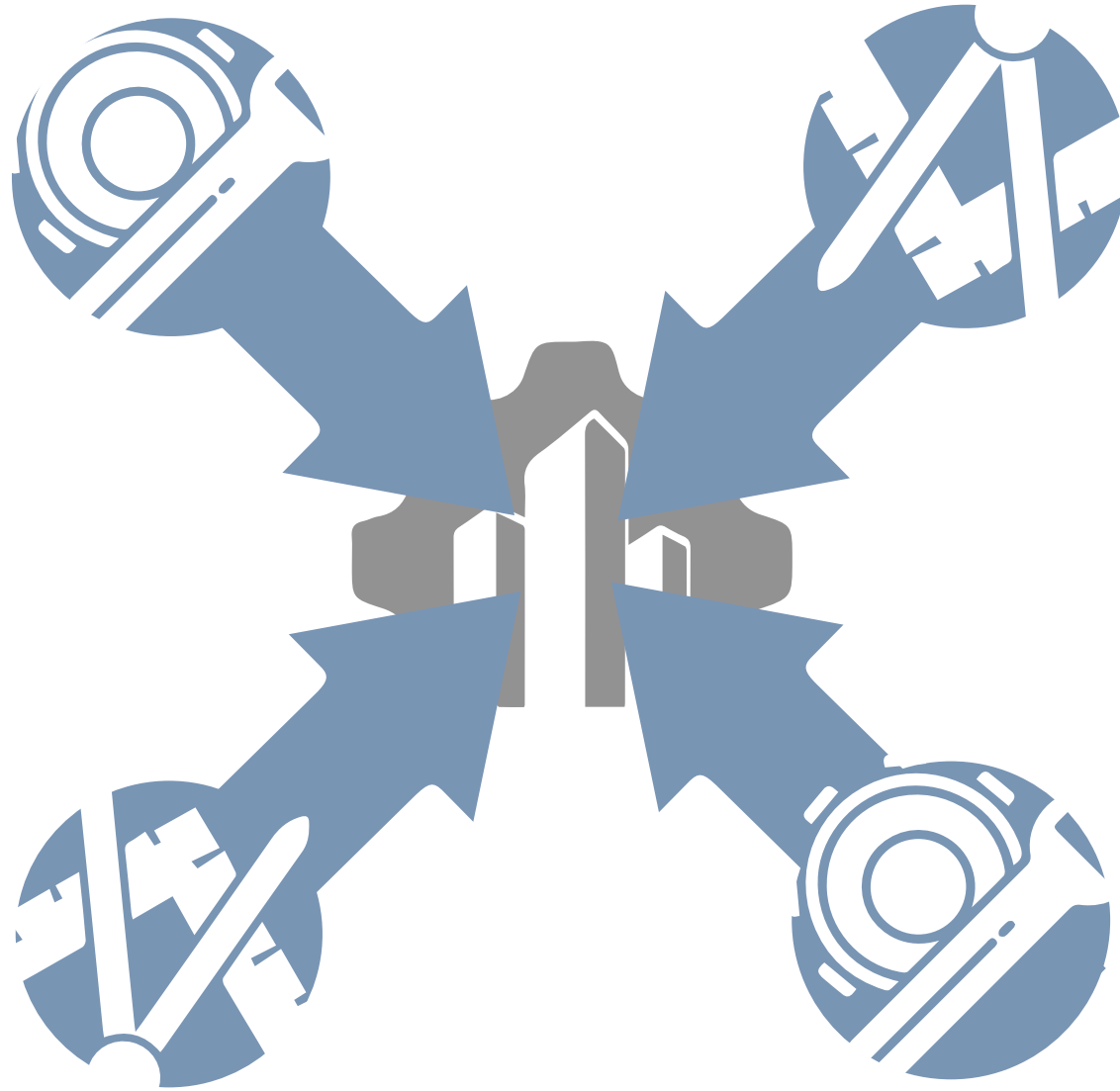


Research methods

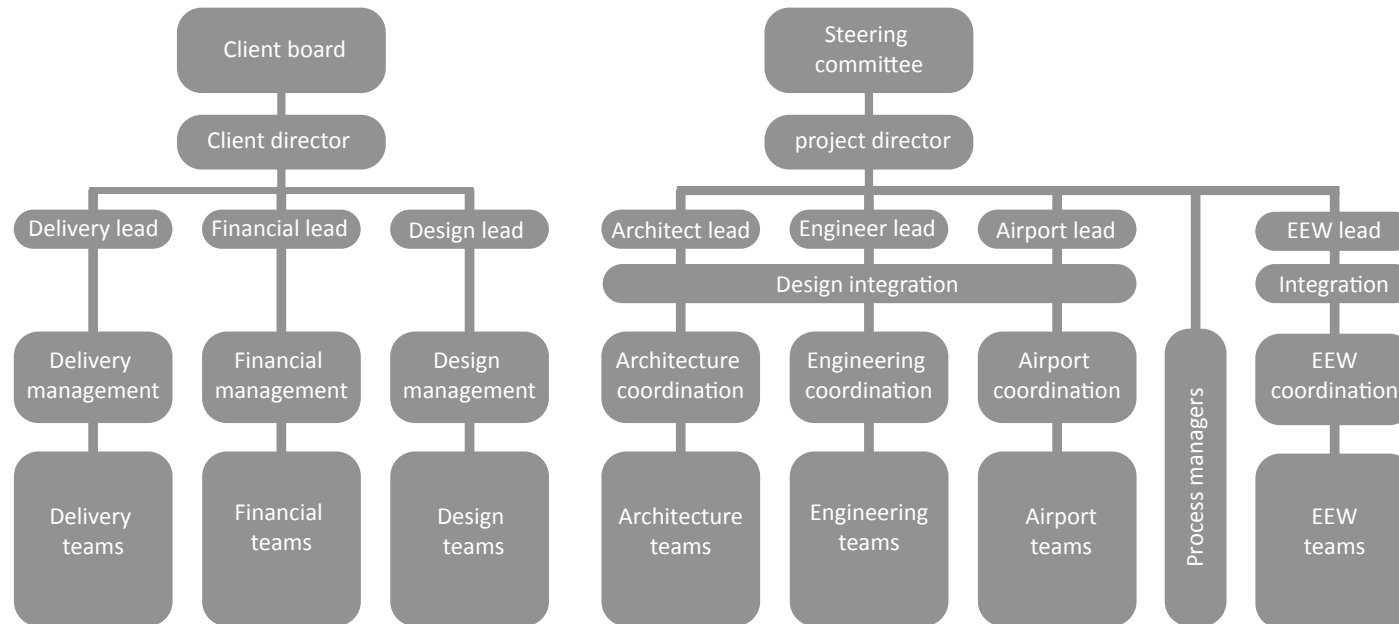


04 Findings

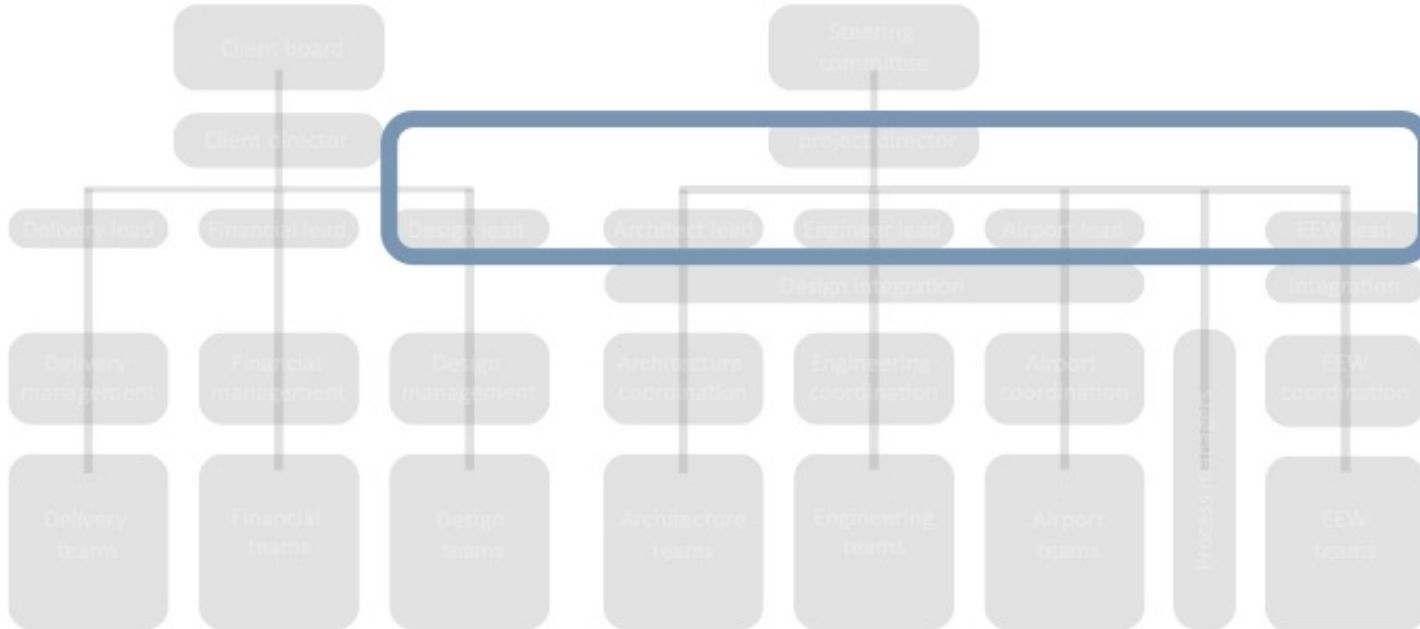
Collocating



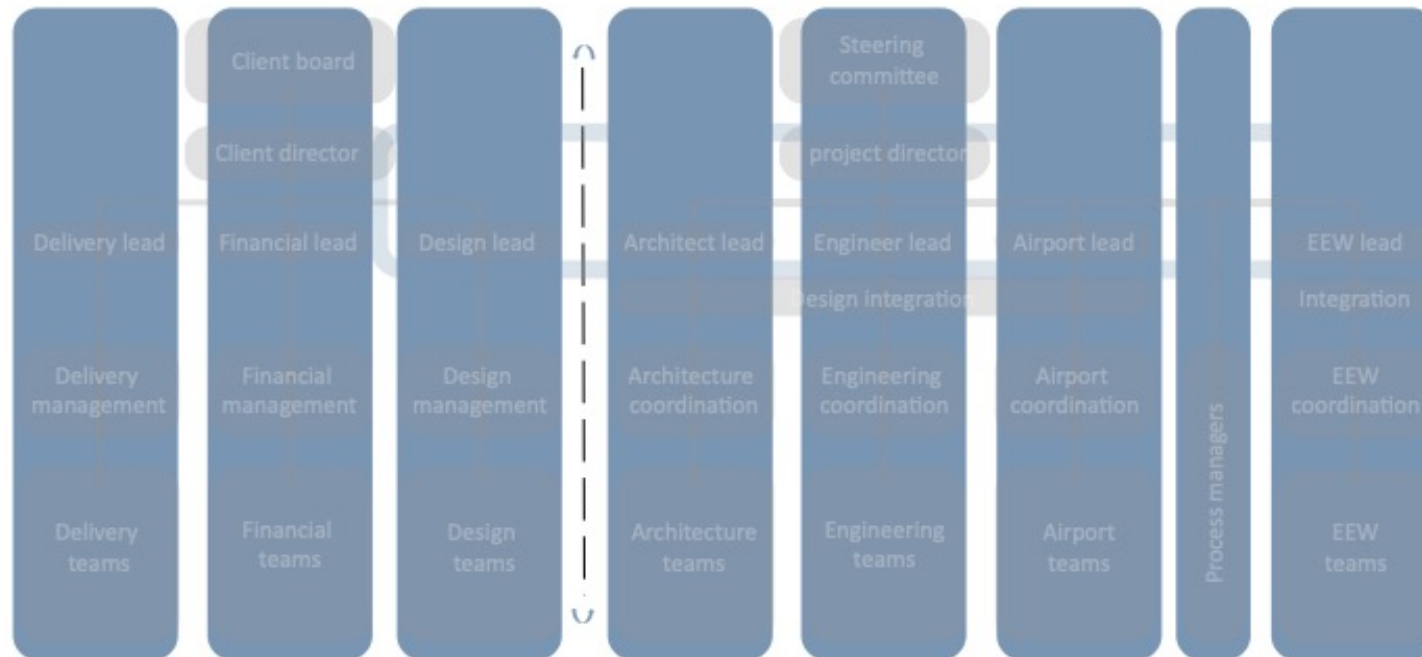
Organizational structure



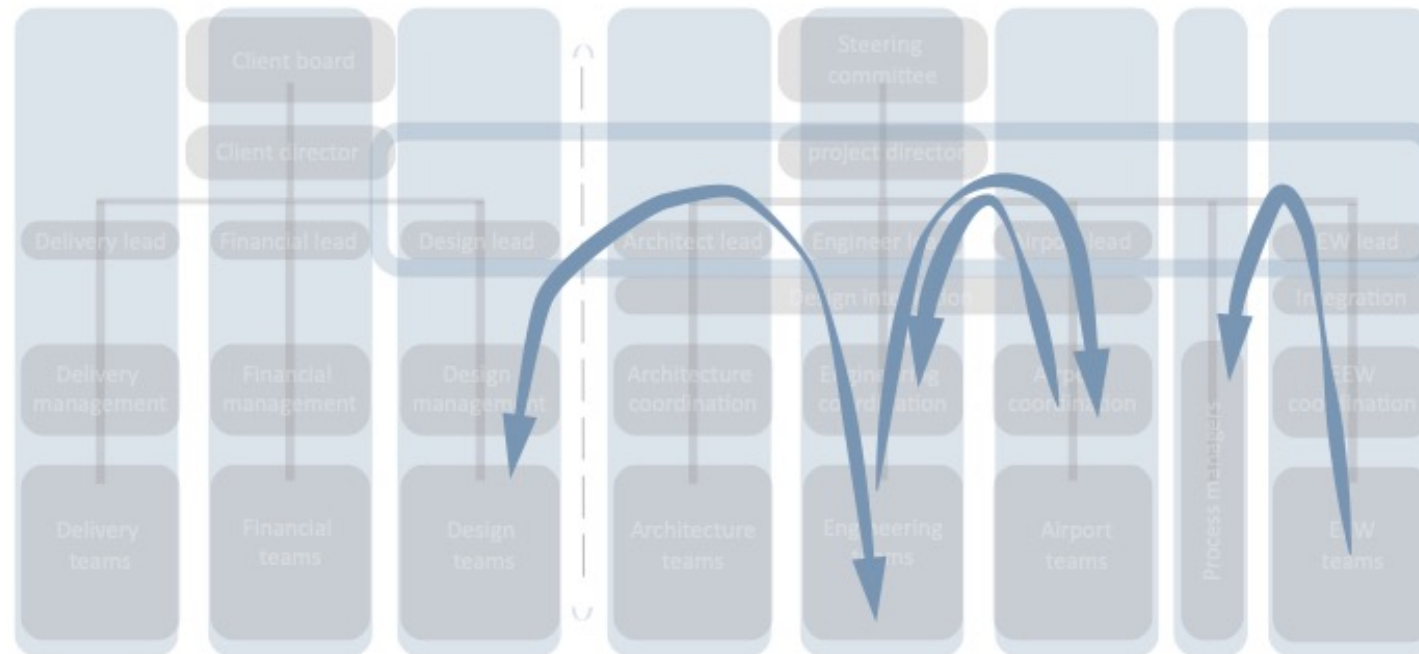
Information exchange



Silo structure



Top-down structure

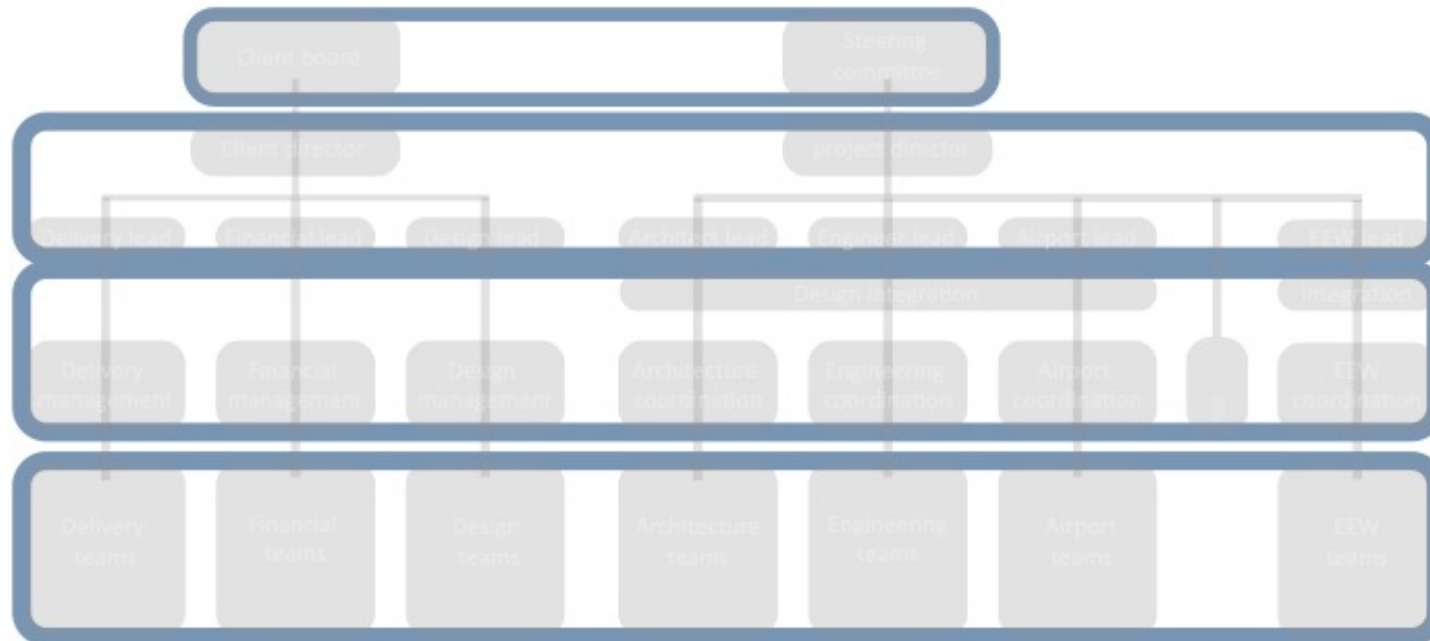


04 Conclusions

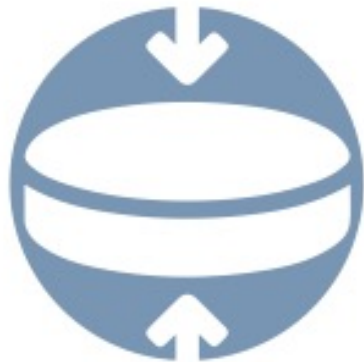
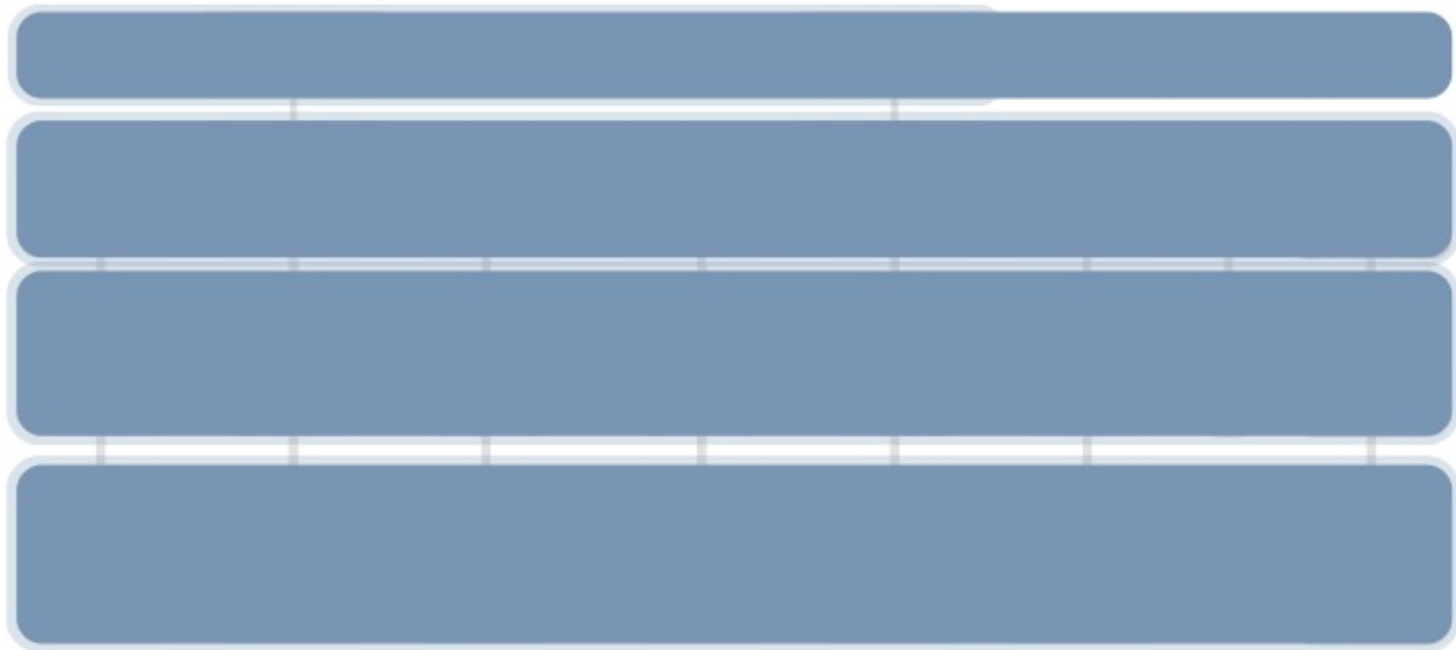
Leaders implement change



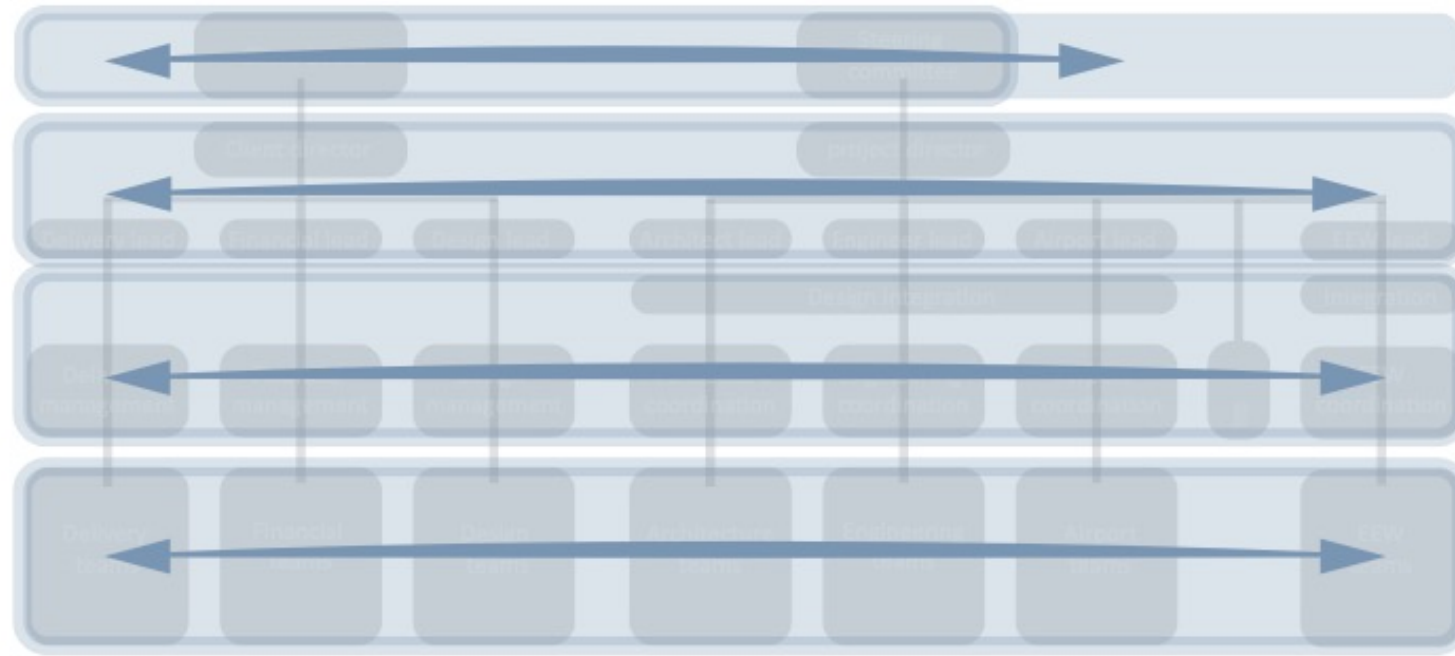
Knowledge exchange



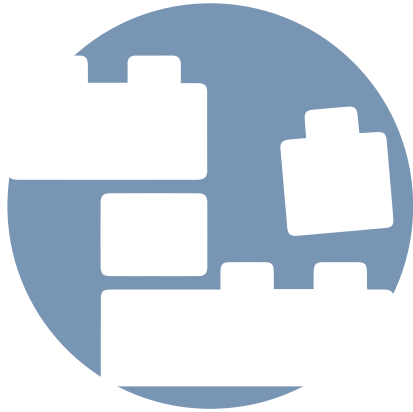
Flattened structure



Bottom-up structure



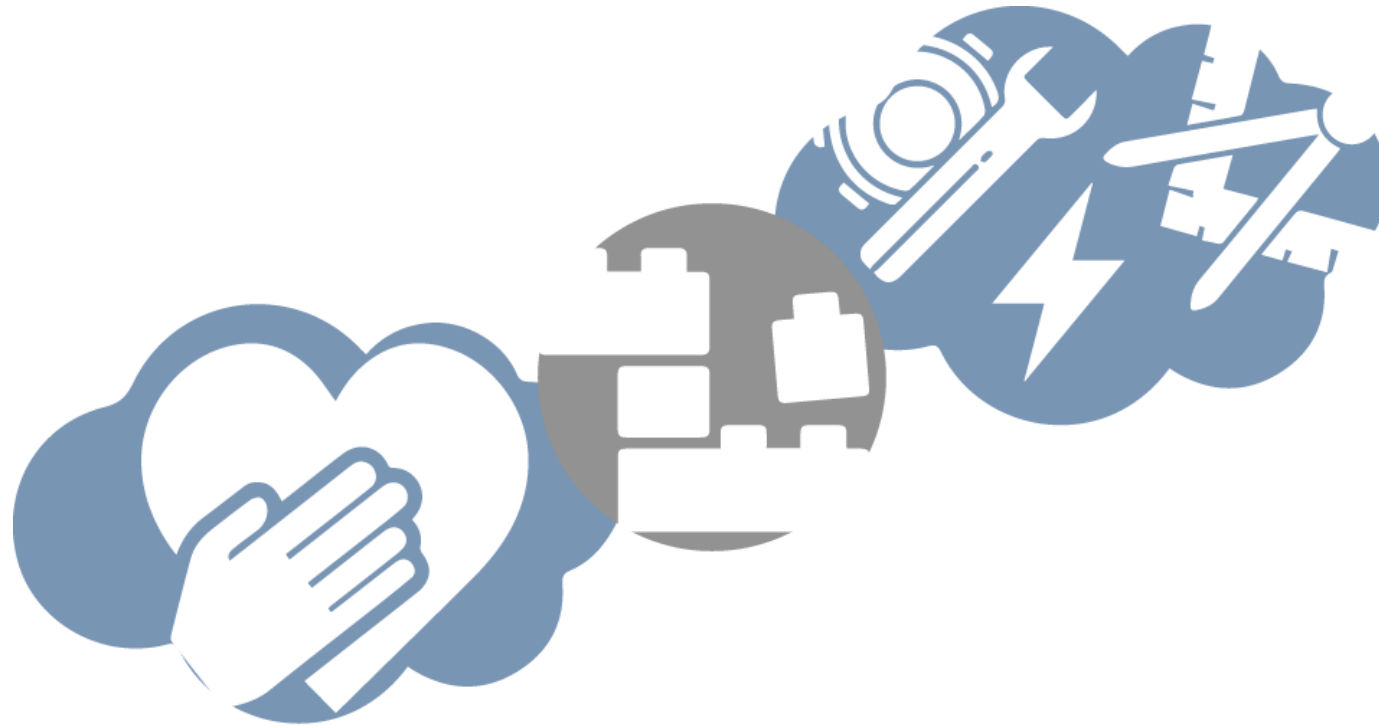
Three pillars



Assembling the team

“Recognizing and understanding viewpoints and cultures leads to a higher level of collaboration.”

- Sultana & Aleem (2018)



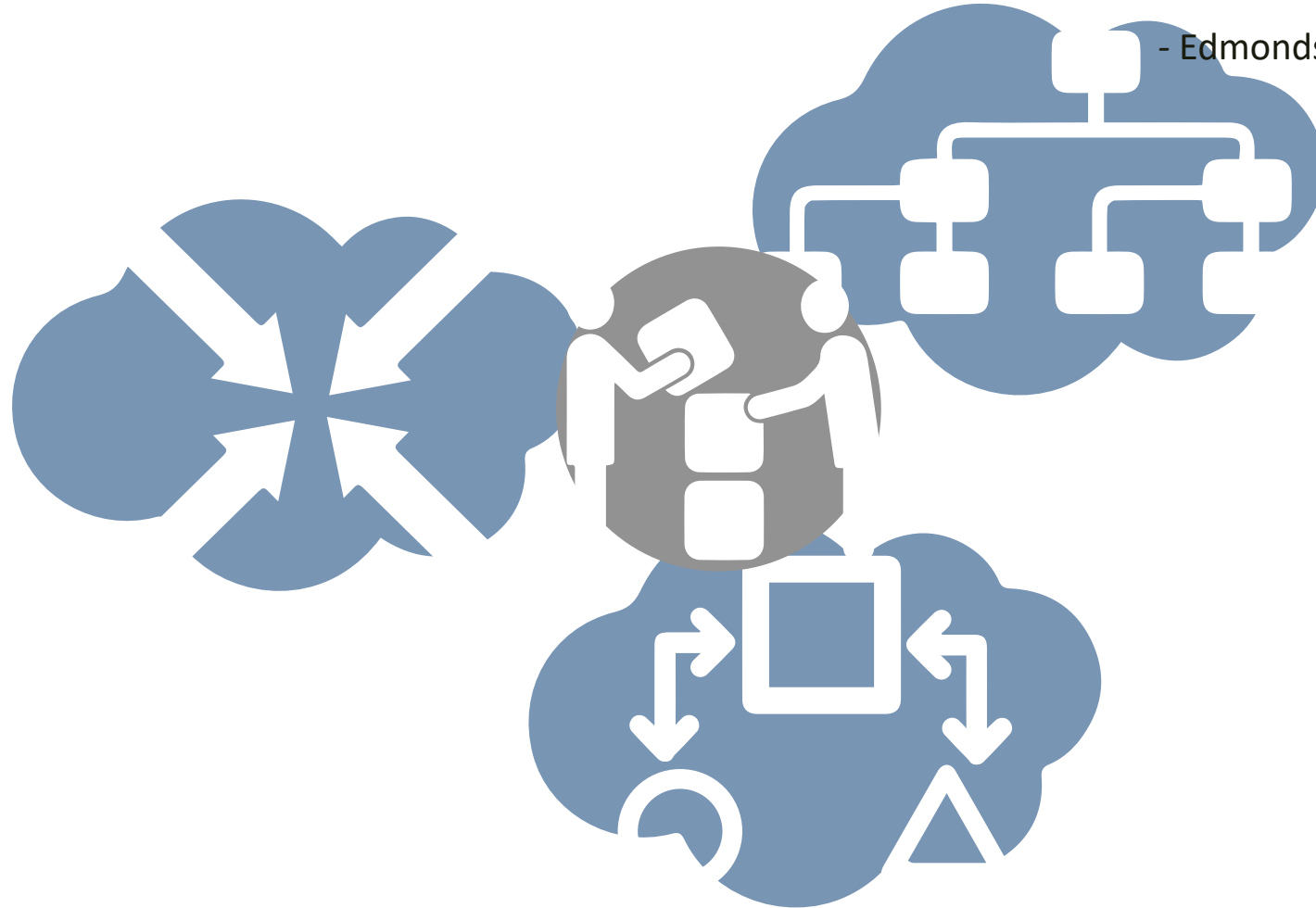
“In an environment with different commitment, cohesion decreases, which negatively influences team performance”

- Beal, Cohen, Burke & McLendon (2003)

Collaboration during the project

“In the ideal form of teamwork, contributions of individuals or departments are all but indistinguishable in the final product.”

- Edmondson & Nembhard (2009)



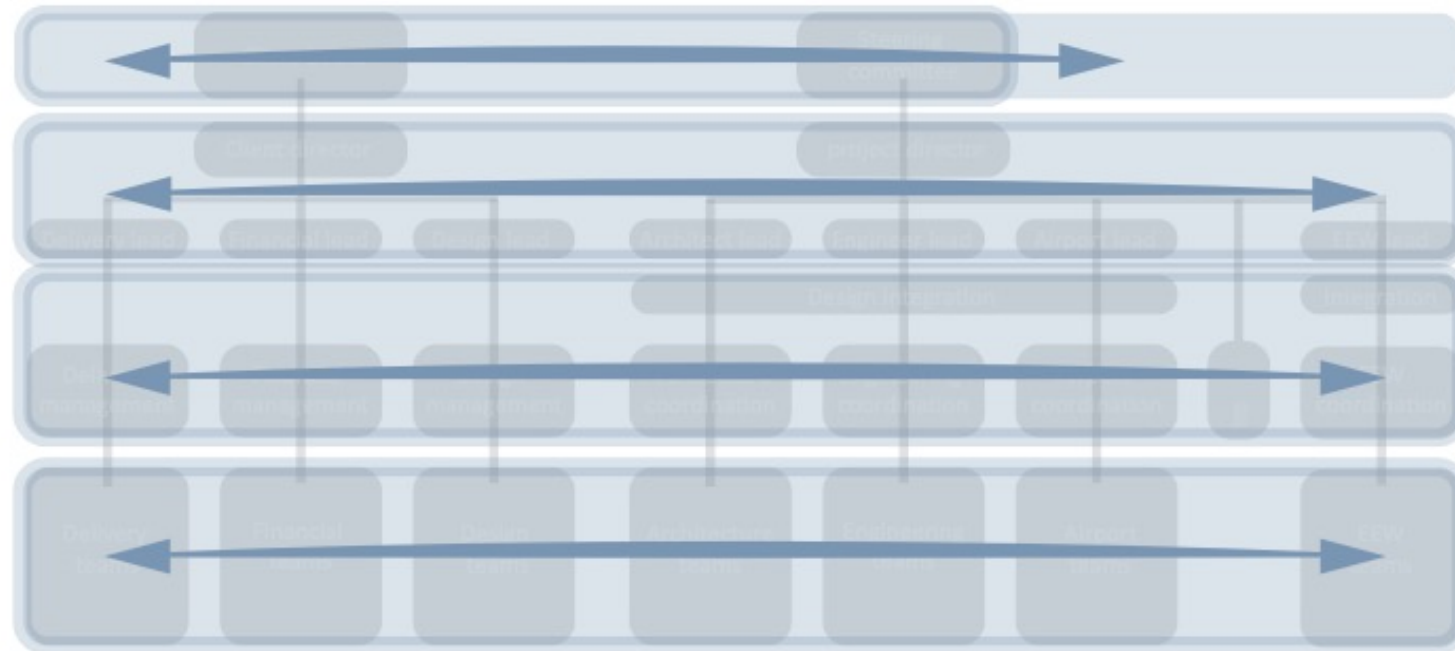
Involving team members

“Fluid memberships ensure difficult team membership, members have to be on-and offboarded comparable to ‘solid’ organization.”

- Edmondson & Harvey (2018)



Conclusion– Reflection on change



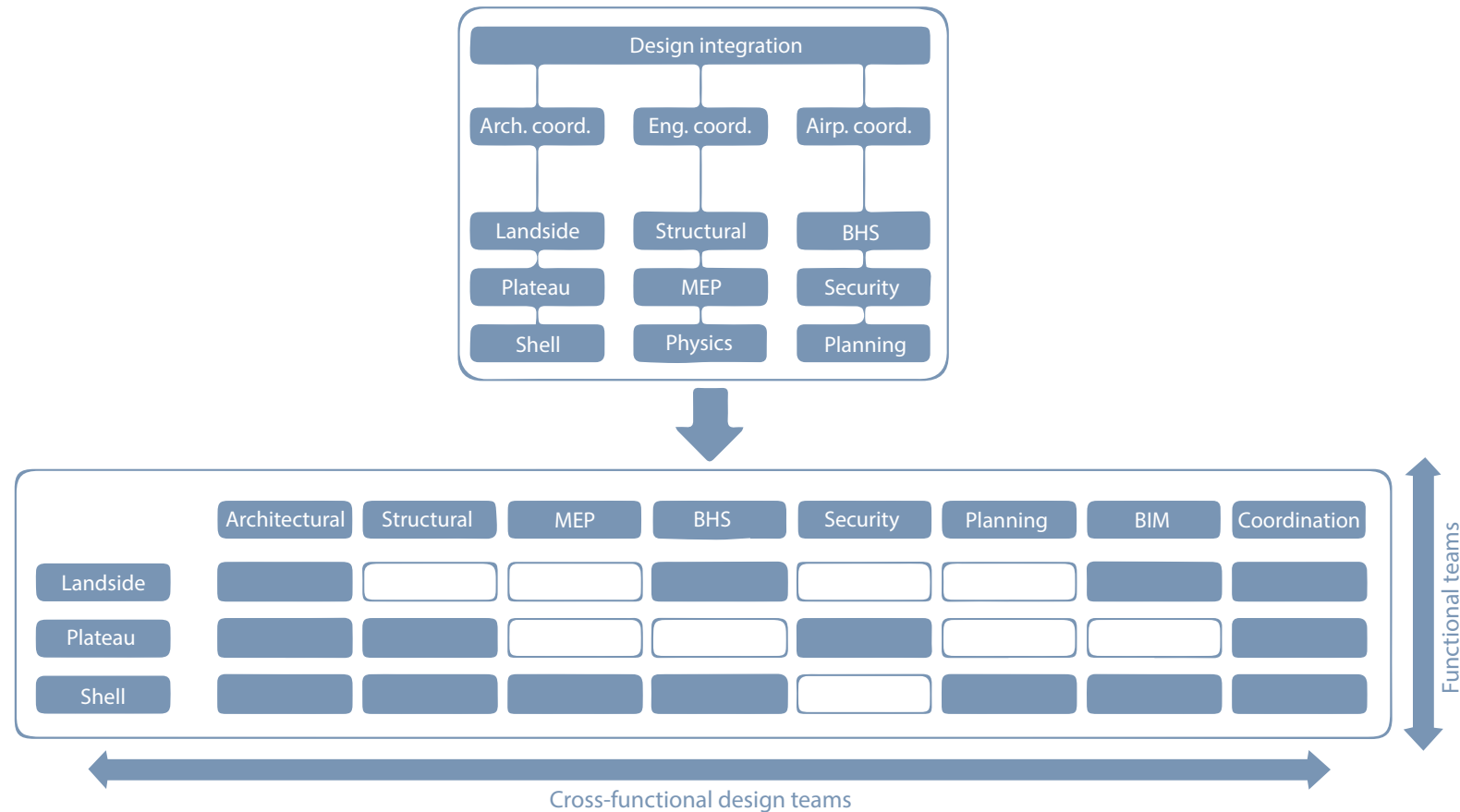
Age Group	Percentage
18-24	10%
25-34	15%
35-44	20%
45-54	25%
55-64	30%
65-74	35%
75-84	40%
85+	45%



Conclusion - Organizational

“Neither of the two departmentalization offer the best solution, there has to be an optimal balance between them.”

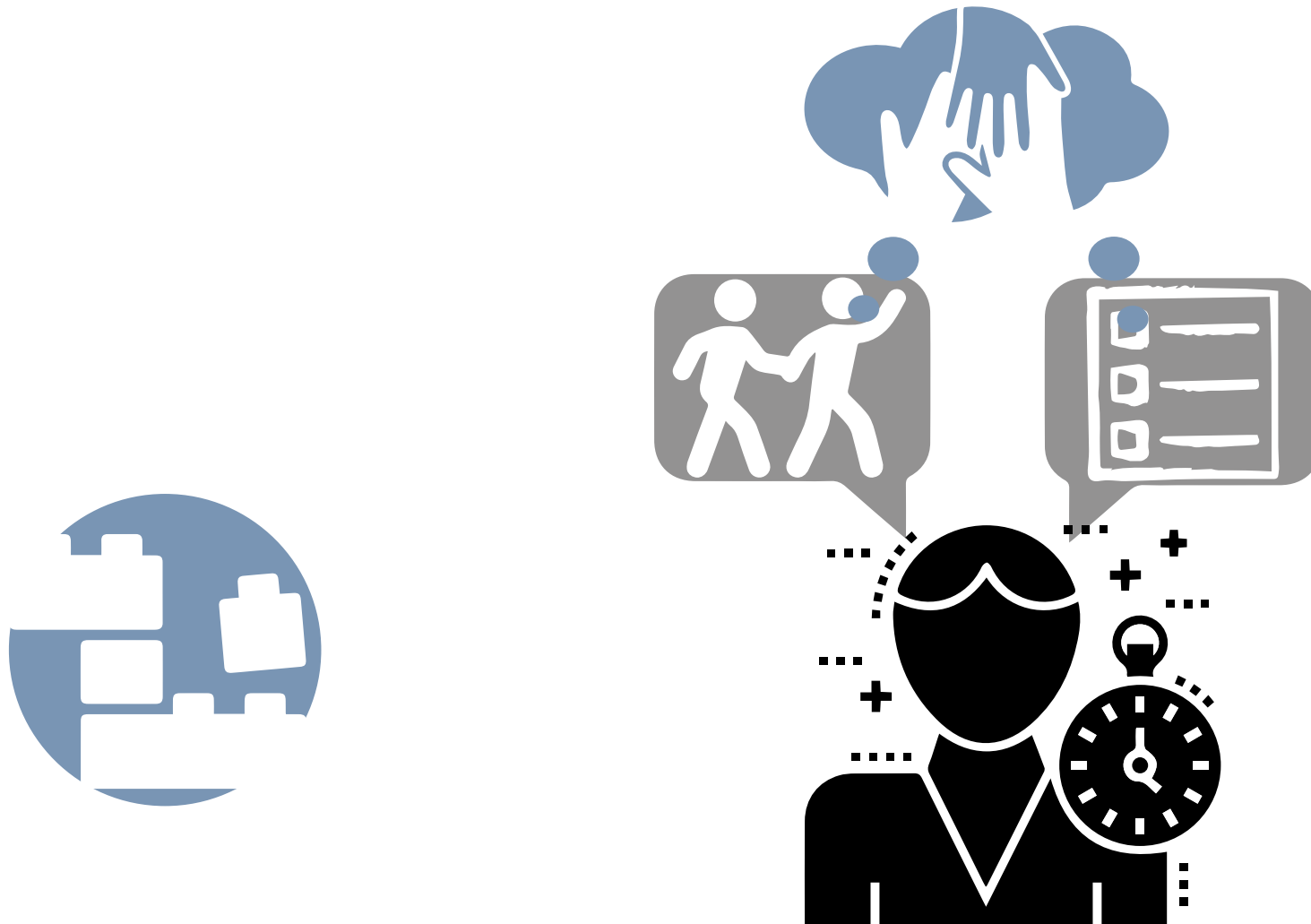
- Ellis, Hollenbeck, Ilgen, Porter, West & Moon (2003)



Conclusion – Implementation

“Change culture: Training, performance incentives and commitment of senior management.”

- Winch (2010)



Conclusion – Implementation

“High amount of mutual tuning between teams/members is needed to coordinate alterations for integrated design”

- Terwiesch, Loch & Meyer (2002)



Conclusion – Implementation

“Creating a climate where everybody feels heard and involved, job related frustrations will be kept to a minimum.”

- Beal, Cohen, Burke & McLendon (2003)



Recommendations for further research

Research is starting point

- Reconstruct the research with comparable cases
 - *Possible other factors*
 - *Gives better overview*
- Implement conclusions in other case
 - *More in depth results*

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P5 Presentation

KEY FACTORS IN TEAM COLLABORATION

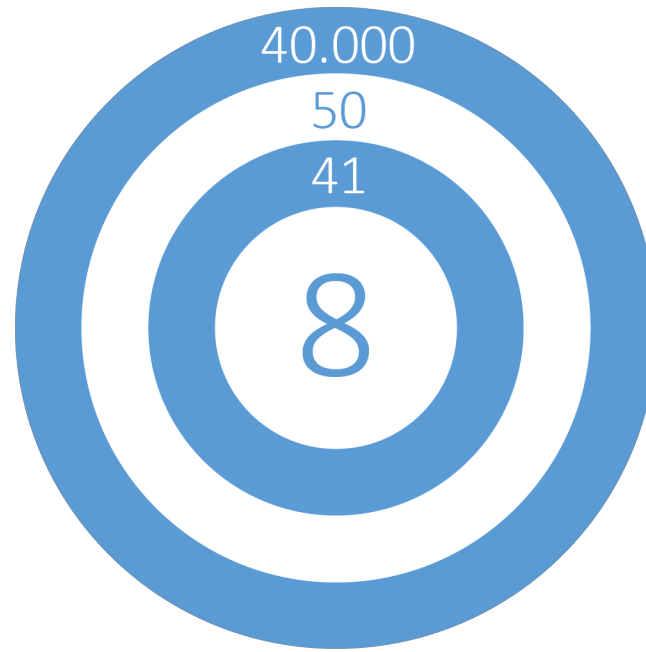
A QUALITATIVE STUDY TO DETERMINE THE TEAM EFFECTIVENESS OF AN
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Pictures created with the use of thenounproject.com

Processing data

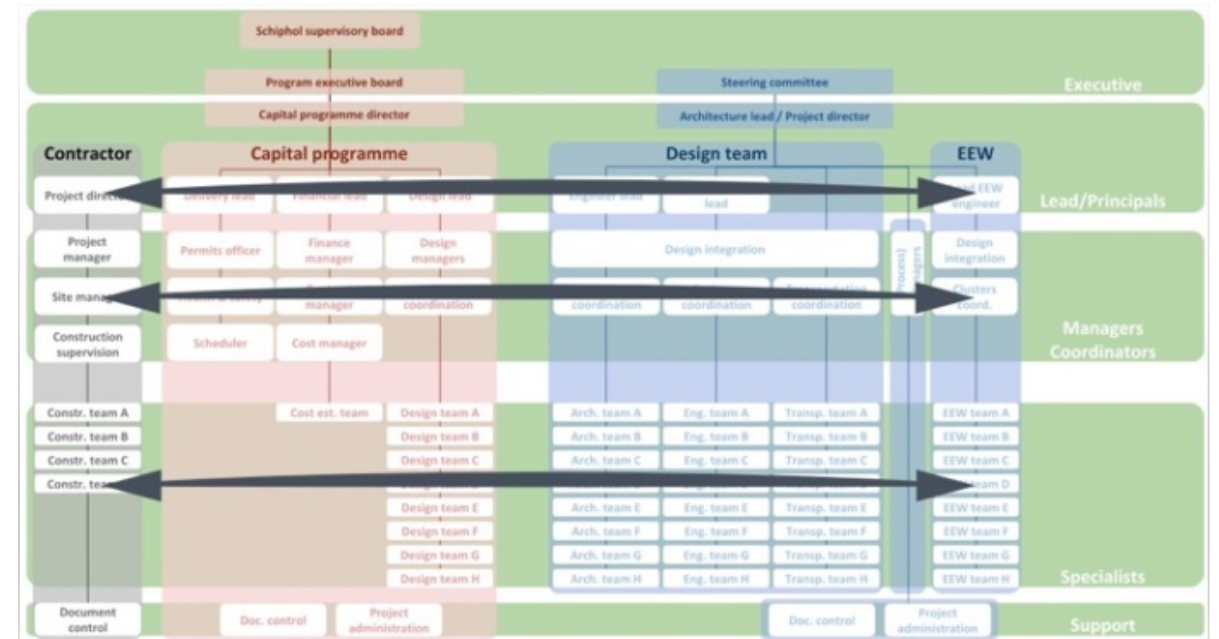
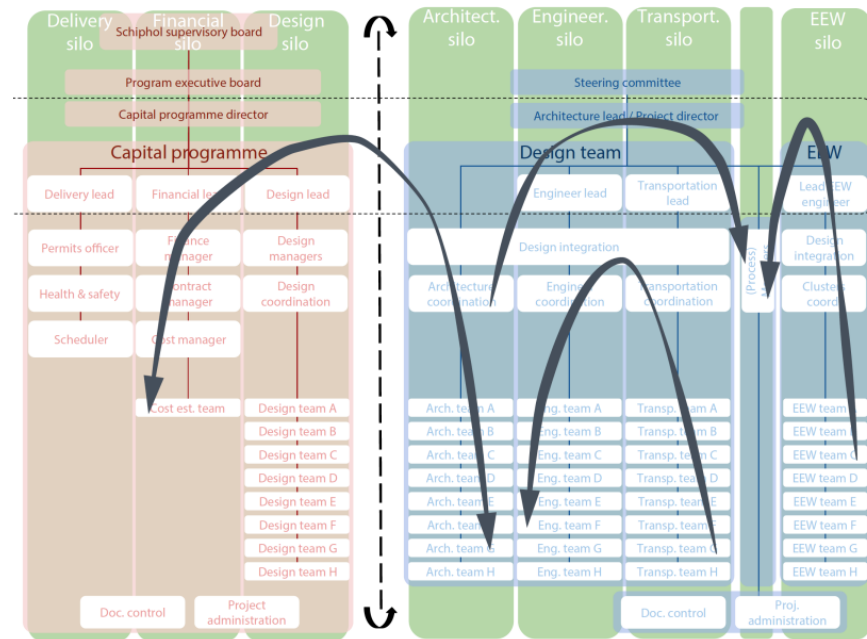


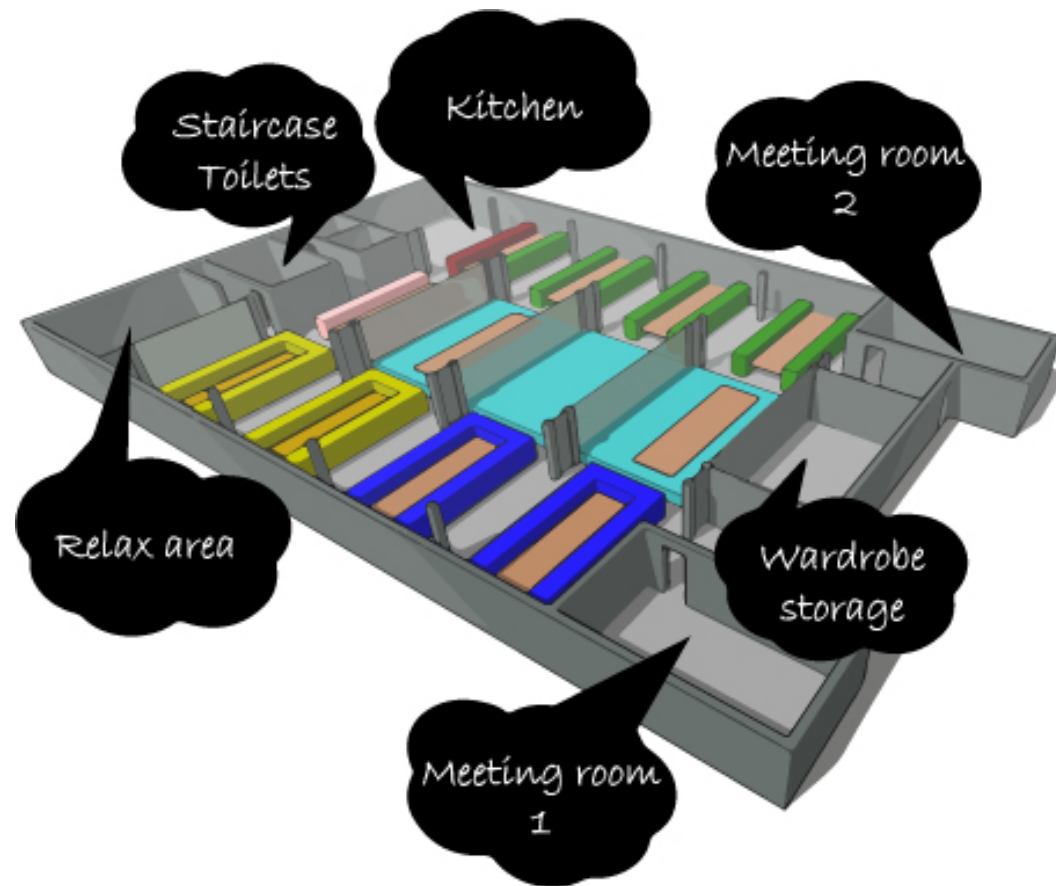
Mutual co-occurrence

	BIM	Collocating	Communication	Culture	Fast growth	Info provision	Integrate	Structure
BIM	0							
Collocating	2	0						
Communication	7	9	0					
Culture	0	3	1	0				
Fast growth	0	2	3	4	0			
Info provision	7	7	22	4	11	0		
Integrate	7	7	8	4	2	5	0	
Structure	2	6	5	13	14	21	10	0

Actor co-occurrence

	Client	Employees	Management	Mother company	Specialists
BIM	1	0	2	0	0
Collocating	4	0	0	2	0
Communication	12	1	3	3	1
Culture	0	6	4	21	6
Fast growth	1	5	1	2	0
Info provision	17	3	12	4	4
Integrate	4	0	2	3	2
Structure	16	2	20	11	8





Limitations of the research

Method

- ***Single case study***: No comparison with other cases

Time

- ***Graduation research***: No time to implement changes

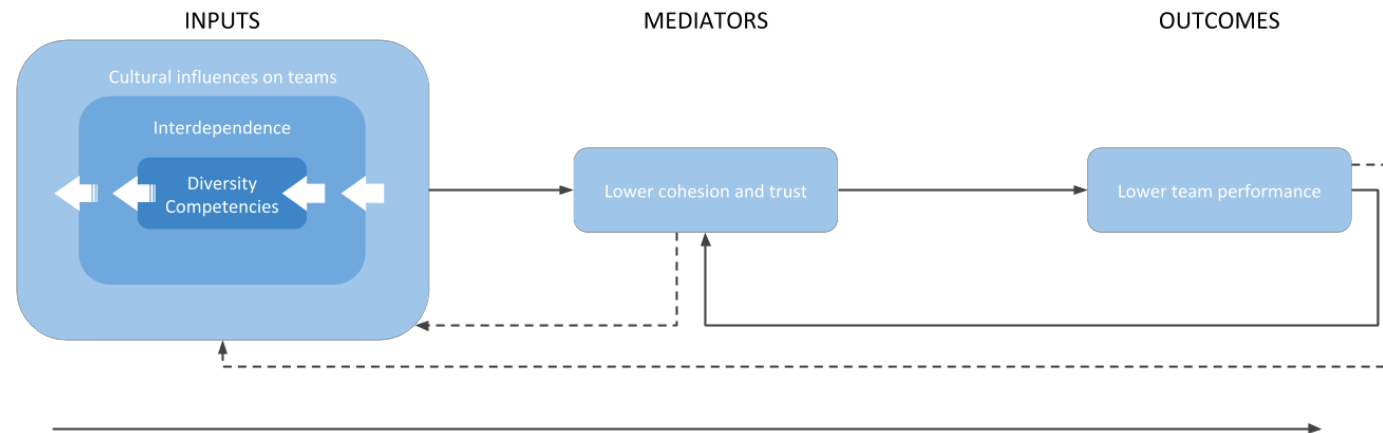
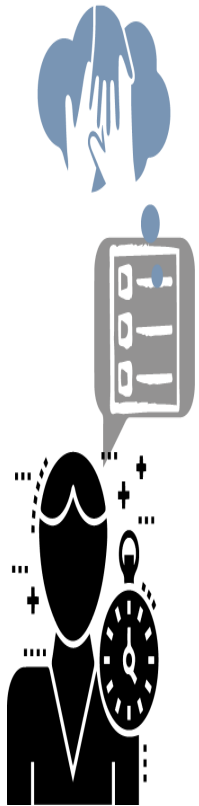
Openness

- ***Main company***: In through one company → main data through them

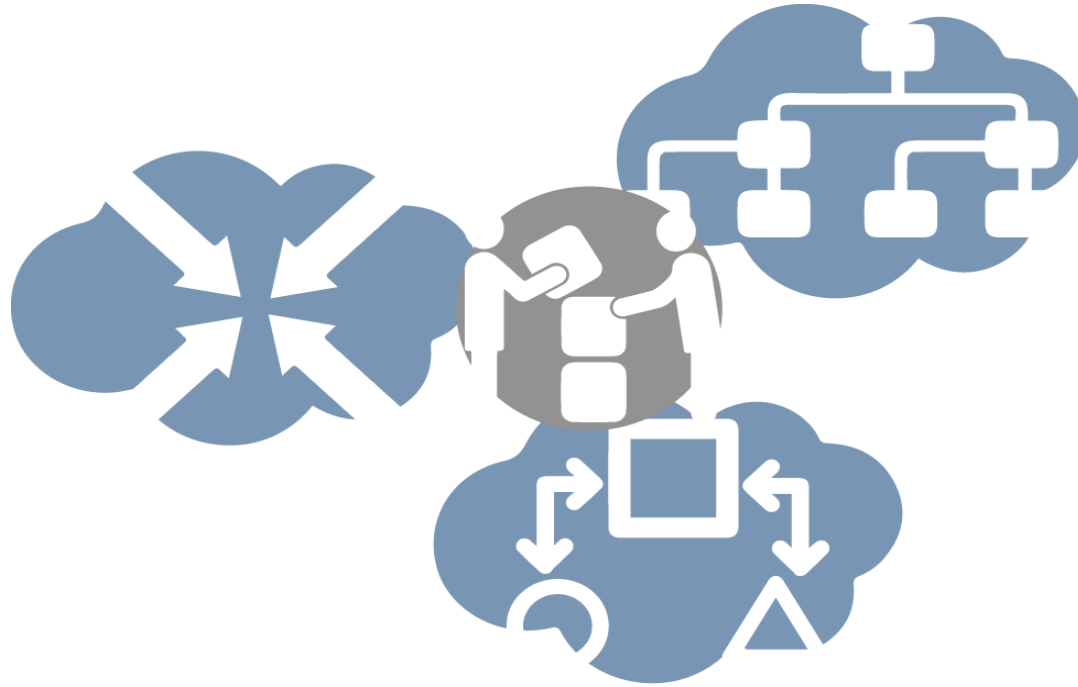
Conclusion & IMOI

“Change culture: Training, performance incentives and commitment of senior management.”

- Winch (2010)



Collaboration during the project



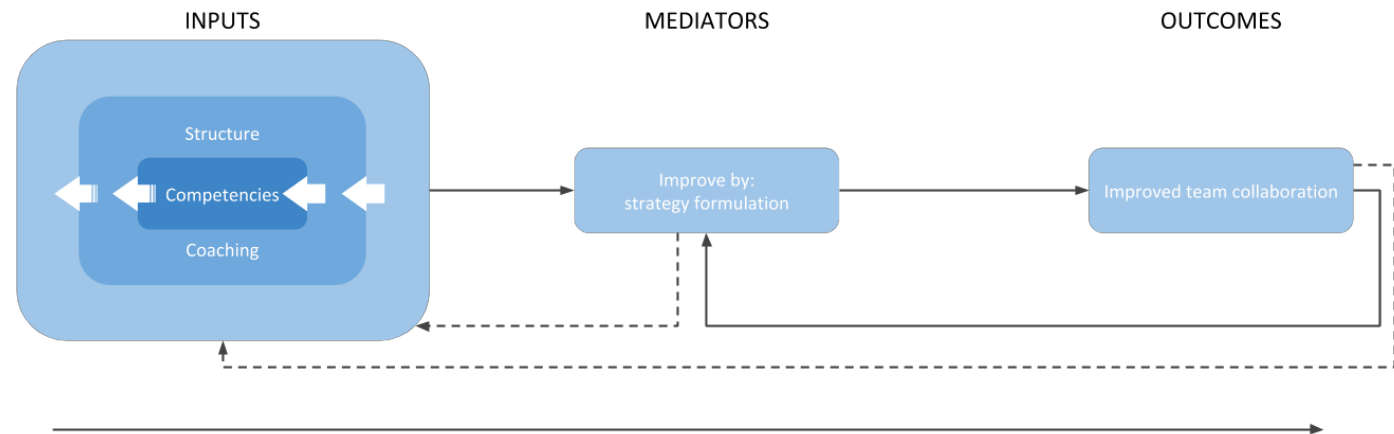
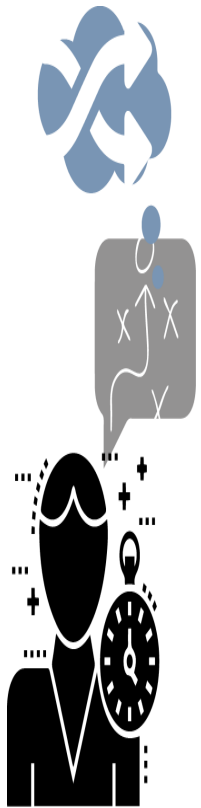
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Conclusion & IMOI

“High amount of mutual tuning between teams/members is needed to coordinate alterations for integrated design”

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Involving team members



DETERMINING THE INFLUENTIAL FACTORS THAT AFFECT
TEAM COLLABORATION OF AN INTER-ORGANIZATIONAL,
INTERNATIONAL PROJECT-BASED INTEGRATED DESIGN TEAM.

A CASE STUDY TOWARDS TEAM EFFECTIVENESS IN THE ENVIRONMENT OF
A LARGE SCALE COMPLEX BUILDING PROJECT, COMPOSED OF A CULTURAL
DIVERSE AND FAST GROWING TEAM, LOCATED IN THE NETHERLANDS