

RESEARCH BRIEF

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Project Manager's Behaviour and Their Impact on Project Performance and Innovation

Previous research on construction innovation has commonly recognised the importance of organisational climate and key individuals' role. However, they rarely focus on the role of project participants at the project level. Moreover, little is known about the championing role of Project Managers (PMs), and the degree of influence it has on innovation and project performance. In addition, a number of individual and situational factors significantly affect this role and its effectiveness. These factors also influence directly and/or indirectly innovation and/or project performance.

OBJECTIVES

The general aim of this research is to identify the PM's role in the construction project to enhance project performance and enable increased level of innovation on site. With respect to that aim, this research seeks to fulfil following objectives.

- To develop an objective measure of the PMs' championing behaviour.
- To assess the impact of personal characteristics of the PMs (e.g., education, experience and other personality traits) and the project characteristics and environment called as situational variables (e.g. influence in decision making, project size, resource supply, support for innovation, procurement methods) on their behaviour and outcomes.
- To assess the impact of the PM's championing behaviour on project performance and level of innovation.
- To identify strategies that construction firms can deploy to intervene to create an "environment" that would deliver desired project outcomes and increased level of innovation on projects.

MAJOR FINDINGS

- Construction organisation should foster innovation on project by creating proper organisational climate – providing resources and sustained support for innovation.
- A supportive organisational climate, providing decision authority to PMs in order to enhance their effectiveness as a champion has been identified as being critical.
- Innovative practices could increase organisational effectiveness and long-term benefits for the company.
- The role of PMs in construction innovation is multi-faceted, which has significant impact on project performance. This calls for organisations to nurture and facilitate the PM's role as a champion for innovation by creating proper organisational culture.
- PMs need to be tactical in influencing team members, seniors in their organisation and other parties involved to increase organisational effectiveness.

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