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### The extent of team integration within construction projects

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#### Abstract

This paper investigates the extent of integration achieved by construction project teams managed by award-winning construction managers within successfully completed projects. The research findings reveal that construction project teams exist as individual competent units within their organisationally defined boundaries. They exhibit varying degrees of integration, which are determined by the team practices adopted and their congruence with the procurement approach. The findings of this research do not, however, support the argument espoused by many construction industry authorities, that seamless operation is a fundamental requirement of integrated team performance. It is concluded that either fully integrated teams are not necessary for effective project delivery within the industry, or that the sector must overcome existing organisational and behavioural barriers if further improvements in project performance are to be fully realised in the future.



## Keywords

Fragmentation; Integration; Team; Performance; Procurement

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