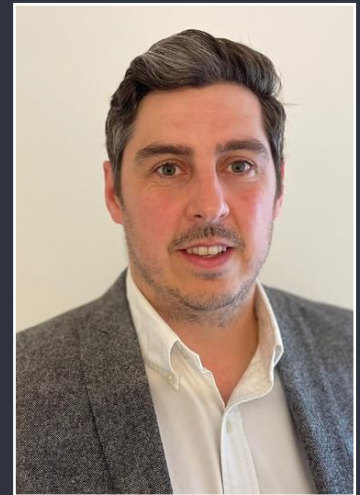


Creation of teams and whether the new “teaming” approach has a future in the UK construction industry



Andrew Hunt, 2024

The UK construction industry faces persistent challenges in efficiency, productivity, and safety. Despite numerous reports and initiatives, issues such as poor project performance, cost overruns, and high injury rates continue to plague the sector. The research investigates how open teaming can be effectively implemented during the Pre-Construction Services Agreement (PCSA) phase, a critical stage involving early contractor involvement, design development, and cost planning, by addressing a critical question: Are the values of open teaming present during the PCSA phase of construction projects, such that the environment would facilitate implementation of a consistent open teaming framework? The PCSA phase is vital for sharing experiential learning and mitigating risks before project delivery, making it an ideal stage for adopting open teaming practices to enhance co-creation, cross-functional collaboration, and organisational learning. The importance of the PCSA phase has increased following the introduction of the Building Safety Act, which emphasises the need for rigorous planning and collaboration to ensure safety and compliance.

Through qualitative analysis, including semi-structured interviews with senior industry leaders, this study investigates the presence of key values such as trust, commitment to a common goal, psychological safety, fluid information flows, and appropriate expertise. The findings reveal a positive correlation between these values and successful PCSA phases. This indicates that a framework for open teaming could significantly enhance the PCSA process, leading to better project outcomes and early adoption of experiential learning.

Implementing open teaming in the PCSA phase can foster a culture of collaboration and continuous improvement, addressing long-standing challenges in the construction industry. This study provides actionable insights and practical recommendations for industry practitioners and policymakers. The findings underscore the potential of open teaming to improve efficiency, safety, and overall project success in the construction industry, ultimately contributing to more sustainable and resilient construction practices.