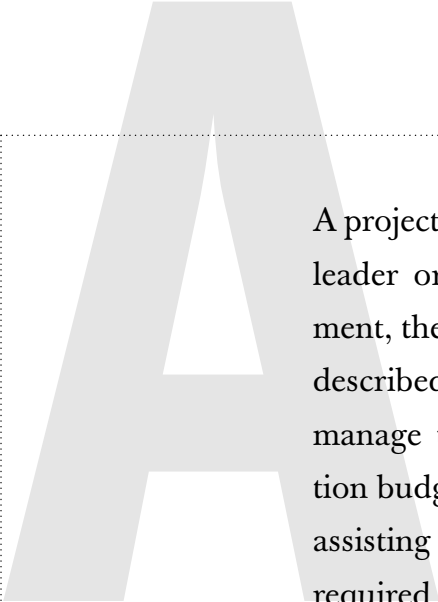


37

Managing the Internal Design Team

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A project manager in a construction environment must be a good team leader or the project will not succeed. In this demanding environment, the project manager is either a member of the design team or, as described in this chapter, a separate entity, retained by the client to manage the entire process. In addition to establishing the construction budget and schedule, the project manager's scope of work involves assisting the client in lease negotiations, evaluating and retaining required consultants, establishing preliminary programming, and providing quality control. The project manager acquires a formal team leadership role and has been granted the authority and power to oversee the project team. Concomitant with this "macro" level of responsibility, the project manager is held accountable for the success or failure of a project. This macro level of management thus involves the potential for significant liability or for significant achievement. In some management contexts, design professionals may be able to rely to some extent on the personal management skills they have developed as members of in-house design teams. They know that an effective team leader must be influential in motivating the participants to achieve the project's objective. They should be comfortable with the tools of informal approach, trust, and credibility that project managers use most effectively to capture the interest and commitment of the team.

In the construction environment, however, interpersonal skills may be necessary, but they are not sufficient to integrate a team and allow its members to work as parts of a complex whole. Team leaders must have management and technical skills that will enable them to complete the project within the established criteria. Although the construction goal (build the required structure) of the project is often clearly understood by the project team, the project manager must give focus to the individual tasks distributed and closely monitor the coordination of this effort. This chapter sets out an