

Understanding Construction Project Team Dynamics and Performance Through Personality Profiling

Calob Limberg¹, Alexa Rademacher², and Awad Hanna³

Abstract

Research Question: How can team dynamics and collaboration styles inform team formation and potential for project success?

Purpose: The research investigated whether team member personality traits have a measurable and actionable effect on project success.

Research Method: Researchers collected industry data and ran significance testing and linear modeling to determine predictive variables related to personality traits.

Findings: Team formation and project financial success can be informed by personality traits and communication styles through quantified personality factors.

Limitations: Further research is needed to extend the findings to other company cultures and team dynamic assessment tools. The findings may be more specific to the company processes in the study rather than across the industry.

Implications: The influence of team dynamics on financial success suggests a predictive model may inform team formation, but the predictors must be further refined to provide a more thorough framework for decisions.

Value for practitioners: Understanding team dynamics and collaboration and communications styles can influence project financial success.

Keywords: Lean Leadership, Culture, Team Dynamics, Project Delivery Methods, Collaboration
Paper type: Full paper

Introduction

For many construction projects, life begins as a series of specifications and drawings solicited for bid or proposal. However, it is not until the project team coalesces and the

¹ Graduate Student, Civil and Environmental Engineering Department, University of Wisconsin-Madison, Madison, Wisconsin, USA, calob.limberg@gmail.com

² Graduate Student, Civil and Environmental Engineering Department, University of Wisconsin-Madison, Madison, Wisconsin, USA, arademacher@wisc.edu

³ Professor, Civil and Environmental Engineering Department, University of Wisconsin-Madison, Madison, Wisconsin, USA, ashanna@wisc.edu



project begins to pick up steam that a project truly feels alive. The project team's members may encapsulate a cross-functional snapshot of an organization, as a large-scale project will involve stakeholders from nearly every business unit - and in successful projects, a factor frequently cited as contributory to that success is the 'great team.' But, naturally, forward-minded contractors wondered if the effect of a project team could be quantified, measured, and forecasted in such a way that it could be leveraged for improvement. In a meeting with members of the Construction Engineering and Management program at the University of Wisconsin - Madison, executives from a major construction firm issued this challenge.

Construction typically averages between three and five percent of the U.S. gross domestic product (Kolmar, 2023). However, its impact is felt across the nation and the world - through constructed facilities, housing, infrastructure, employment, and beyond. Yet, the industry suffers from stagnant-to-declining productivity, while other comparable industries realize gains (Goolsbee & Syverson, 2023). Volumes have been written by academics and industry thought leaders alike that tout various methods of improvement in productivity, efficiency, or effectiveness; but these volumes more often than not concern the means and methods of execution (such as labor productivity, cost and schedule, or project delivery). While some academic studies have in the past conducted analysis of team dynamics and project success that considered some personality-related factors (Phua & Rowlinson, 2004) (Scott-Young & Samson, 2007); they did so via surveys and case studies, which lacks the efficiency and consistency of a quantitative model or test. Additional studies attempted to correlate project management practices to project success but did so across professions (Müller & Turner, 2007) (Papke-Shields et al., 2010), limiting their efficacy in a construction context.

In the absence of clear and publicized research from academia or industry, companies have taken efforts to understand employee behavior and team dynamics into their own hands. One frequently employed method is personality assessments, which has become a two billion dollar industry in the U.S. and continues to grow (Goldberg, 2023). Managers use these assessments in an effort to better understand team cohesion and interaction - and some firms even use them to make hiring and career development decisions. It has been estimated that over 100 million workers take some form of personality assessment annually (Ibid).

It is thus apparent that using a vehicle similar to a personality test to capture data about project team members has merit, since the form of assessment is familiar both to the employees and to the managers, increasing buy-in. Building upon that data collection vehicle with two parallel statistical analysis efforts will deliver to the industry an actionable understanding of project team qualities and their quantitative impact on project success, as well as an outline of how different project characteristics impact project success. To achieve this, the researchers partnered with an ENR top 100 general contractor in the Midwest to collect data on their projects, labor, and the personality assessments of their employees.

The research team focused on a particular personality profiling method, the Drake P3©, as it was compulsory for all employees at the company included in this study. The Drake P3© method is based upon trait theory and measures four basic traits: Dominance, Extroversion, Patience, Conformity (Lanyon, 1999). These traits, briefly, are characterized by the following behaviors:

- Dominance: “Getting things done”, competitiveness, leadership/taking charge, etc.
- Extroversion: People oriented, outgoing, talkative, persuasive, etc.
- Patience: Amicability, friendliness, conflict-averse, passive, etc.
- Conformity: Structured, rule-following, a need to be right, precise, careful, etc.

The assessment measures these behaviors to generate a core personality profile and then shows how that profile shifts based on work environment. These profiles are generated through four rounds of self-assessment questions where responders first rank whether they exhibit certain characteristics on a scale of 1-Strongly Disagree to 5-Strongly Agree. The second round follows a similar process, but responders must now respond in their work context. The third step involves 25 statements relating to interpersonal behavior that the responder answers true or false. Finally, responders answer a series of 17 statements relating to personal drive and motivation by ranking them 1-Disagree Strongly to 7-Agree Strongly. A sample personality profile from a university faculty member can be seen in the figure below.

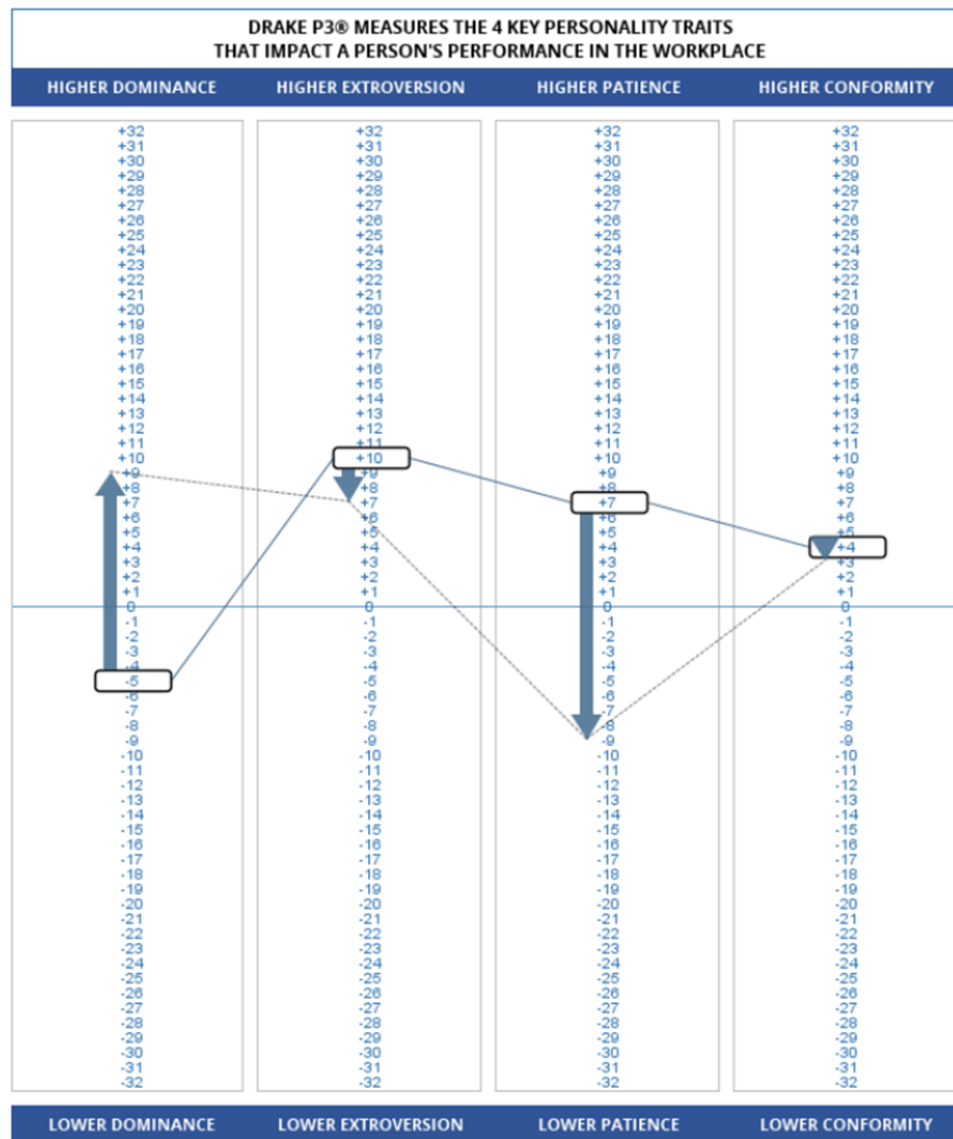


Figure 1. A Sample Drake P3® Profile for a University Faculty Member

The four columns represent the four basic traits of the assessment, with zero representing the average expression of the trait and negative numbers representing lower expression of the trait and positive numbers representing higher expression of the trait. The boxed numbers highlight the faculty member's core profile, and the arrows and dotted lines show how their personality adapts to their work environment. They naturally have lower dominance and higher patience, but in their work environment at the university, they exhibit higher dominance and lower patience.

Personality profiles have been used as the groundwork for team communication, especially between people with differing profiles. However, they have not yet been fully

realized as a team formation tool or resource for prediction project success. Through significant data collection and statistical analysis, the research team recognized the potential to bridge that gap. Three primary deliverables were sought: 1) Data characterization of employee personality profile data; 2) Identification of individual traits that had a proven effect on the success metric and could be easily actionized; 3) A model to correlate teams and success using variables from the team profile data. The purpose of this paper is to present the results of the analysis into team members individual and combined personality traits and their effects on project success. This paper highlights the opportunities of informed team selection to better project outcomes in a repeatable manner while considering other project characteristics, such as industry, duration, billing type, and original revenue. The research framework is summarized in the figure below.

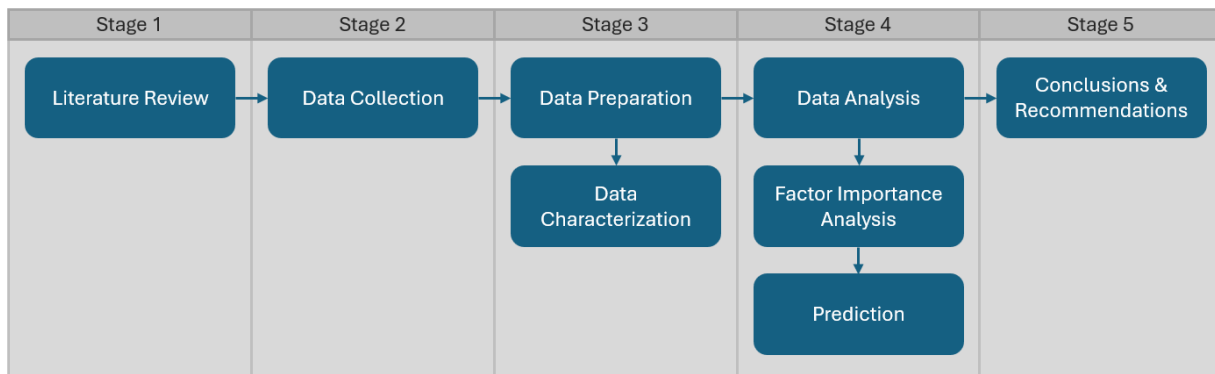


Figure 2. The Research Framework Presented in This Study

Literature Review

How to Measure Construction Project Success

Rad (2003) details methodologies for measuring construction project success for consistent thinking across key project partners. Dr. Rad develops two scoring systems for the analysis of project success, one focusing on Project Success Indicators - detailing how successful the project was, and the other focusing on Project Success Factors - detailing how the factors influencing project success were managed. These two systems help the key players understand project success and analyze it in depth.

Often, projects may fall short on objective success metrics (cost, schedule, safety, quality), but still be considered a success, while others may exceed in these metrics but still be considered a failure. Furthermore, projects may be considered a success by the project management team, but a failure by the client, and vice versa. Key partners may be working off different data, or different evaluation indicators. Additionally, “people problems,” such as team dynamics and client satisfaction, are more subjective than traditional success metrics, and can skew success determination away from these traditional metrics. Because of this, it is critical to analyze project success in depth and in the same framework, to mediate these apparent paradoxes and keep key players in agreement.

Factors Affecting Project Success

Chan et al. (2004) developed a conceptual framework of critical success factors (CSFs) for a construction project in order to better organize the variables into more broad categories. The researchers conducted an analysis of several management journals alongside their previous studies. Their framework consisted of five major groups of variables, each category deemed crucial to project success. Each grouping contained between 2 and 22 independent variables. These groups included Project Related Factors, Procurement Related Factors, Project Management Factors, Project Participants-Related Factors, and External Factors.

Project Related Factors consist of variables inherent to the project, including the type of project, nature of the project, number of floors of the project (where applicable), complexity of the project, and size of the project.

Procurement Related Factors consist of variables related to project procurement, namely the procurement method and tendering method.

Project Management Factors consist of variables involving the project management team and their actions. These (abbreviated) variables include the communication system, control mechanism, planning effort, and overall managerial actions.

Project Participants-Related Factors consist of variables similar to those in Project Management Factors, but for all key players in a project - including: project manager, client, contractor, consultants, subcontractors, suppliers, and manufacturers. These (abbreviated) variables include clients experience, nature of client, clients' emphasis or abilities, skills of the project team, and abilities of the project team.

External Environment Factors consist of variables external to the project including: economic environment, social environment, political environment, physical environment, industrial relations environment, and technological advancement.

This framework divides variables affecting project success into manageable categories, allowing for an analysis of more specific elements. However, many of these variables are both interrelated and intrarelated to other variables within the project - no category stands alone.

The Accuracy and Efficacy of Personality Profile Measurements

Church et al. (2016) studied how personality assessments can change over time. Personality assessments are often used in the workplace for training and development, and sometimes for decision making purposes. However, there were lingering questions concerning the validity of the assessments. How consistent is the personality data over time? Are the tools valid under multiple circumstances (training and development versus decision-making)? To make informed decisions involving these assessments, the stability of these assessments overtime had to be studied.

Personality assessments in the workplace have been around for nearly a century as a part of industrial-organizational and vocational psychology. These assessments attempt to highlight a relationship between a trait and predictable behavior. They can assist in executive coaching, leadership development, vocational counseling, and decision making. These assessments typically score respondents according to a particular psychological model, along with any

number of other additional scoring systems. Many of these systems consist of core traits that are thought to be quite stable and other underlying traits that can change due to external circumstances. These underlying traits can be impacted by stress, values, and preferences.

Researchers found that the core personality traits remained stable over time; however, the underlying traits were flexible over time and predominantly moved in a positive direction, indicating that feedback and training and development were working and making significant changes to these traits.

The Effect of the Project Team on Project Success

Phua & Rowlinson (2004) attempt to fill a research gap about the effect of cooperation among key players in project success. Despite the industry being a “contentious sector beset by disputes,” cooperation among parties on a project is critical to project success. Authors in the field point out that cooperation among organizations would result in trust and increased efficiencies, further resulting in increased performance across the industry. Per a CII report, “partnering” refers to “agreements between companies to cooperate to a high degree to achieve separate yet complementary objectives.” The researchers seek to add empirical evidence to these claims.

Researchers interviewed a selection of construction and consulting firms in Hong Kong. Three factors were commonplace among all interviewees: adherence to project budget, time, and quality requirements. Cooperation was often discussed as a secondary factor, but generally took a back seat to economic concerns. From these interviews, a questionnaire consisting of 20 factors of project success was created and sent to a sample of firms.

The 20 factors were divided into five categories of varying sizes for comparison using factor analysis. These five categories included Cooperation, Micro Project Environment, Contractual Characteristics, Site Conditions, and Political and Economic Stability. The Cooperation category (consisting of Cooperation between project firms, good communication channels between project firms and clients, cooperation between the colleagues in your own firm, and appropriate project procurement systems) explained the highest amount of variance in all five categories (28%). This was followed by Micro Project Environment (9.17%), Contractual Characteristics (6.4%), Site Conditions (5.52%), and Political and Economic Stability (5.16%). A further regression analysis was carried out to determine the predictive power of these factors. In this, Cooperation and Contractual Characteristics were the only constructs predictive of project success.

This research details how important human factors, especially communication and cooperation, are to the success of a project. These factors have an impact both within an organization and between key players on a project.

Scott-Young & Samson (2007) conducted a study on how the project team affects cost, schedule, and operability. Research shows “people management factors drive project success more than technical issues.” Despite this, much more research revolves around technical issues than the soft side of project management. Research into this “soft side” can provide invaluable information into project team success factors. Traditionally, a project has been judged by its cost, time, and performance, but these metrics ignore soft outcomes such as

client satisfaction, or project team development and satisfaction. Additional dimensions include long-term business success and increased institutional knowledge.

Researchers set out to fill a set of four research gaps with empirical evidence studying the project team's effects on project success. These include quantitative research into this subject, a larger set of possible factors, disaggregation of success (evaluating separately for cost, schedule, and operability), and using more objective measures for project outcomes.

Thirteen team success factors were identified to have an impact on project success. These were grouped into four categories, Organizational Context, Team Design, Team Leadership, and Team Processes.

A total of 56 projects were analyzed, with a range of project locations, project types, processes, and size. These projects included a total of 252 project members, for a mean of seven members per team, who worked on projects with an average project length of 1.9 years, and for an average of 14 years with the company. The analysis was divided into the factors' effect on each of the three success metrics: cost, schedule, and operability.

Researchers determined that Team Potency, Cross-functional Teams, Autonomous Project Structure, and Virtual Office Setup were the primary drivers of cost impacts. Project Manager Continuity, Cross-functional Teams, and Project Manager Incentives had the largest effect on schedule impacts. Finally, Office Designed for Communication and Clear Goals were drivers of positive operability.

This research shows that “soft factors” of project success can explain a great deal of the variance in traditional project success metrics. It also shows how factors change depending on the desired project outcome - no factors were consistent across all three outcomes, and only one was consistent across even two.

Methodology

The research team worked with a general contractor partner to compile labor, project, and personality profile data. As an ENR Top 100 general contractor with an annual revenue of just under 1.75 billion, the project data set had to be pared down for accurate and efficient analysis. Only projects completed between 2017 and mid 2022 with at least two employees charging 40 hours total and an initial revenue of over \$1 million were included in the analysis. This led to a complete data set of 202 projects, consisting of four categorical variables, two possible success variables, and six independent variables. A summary of the data set characteristics is shown in the table below.

Environmental personality traits were chosen as the focus for this study because they represent how the employees' personality profiles present at work. This means they will likely have a greater impact than the employees' primary personality traits on projects conducted at work.

Table 1: Data Set Characteristics for the Research Study

Categorical Variables	Project Industry
	<i>Industrial</i>
	<i>Healthcare</i>
	<i>Institutional</i>
	<i>Power</i>
	<i>Commercial</i>
	Project Length
	<i>Under 1 Year</i>
	<i>Over 1 Year</i>
	Project Billing Type
	<i>Lump Sum (LS)</i>
	<i>Time and Materials with a Guaranteed Maximum Price (T&M-GMP)</i>
	<i>Time and Materials (T&M)</i>
	<i>Guaranteed Maximum Price (GMP)</i>
	Project Revenue
	<i>\$1-3 Million</i>
	<i>\$3-10 Million</i>
	<i>Over \$10 Million</i>
Success Variables	Profit Margin
	Change in Margin
Independent Variables	Team Environmental Scores
	<i>Dominance</i>
	<i>Extroversion</i>
	<i>Patience</i>
	<i>Conformity</i>
	Project Manager (PM) Environmental Scores
	<i>Dominance</i>
	<i>Extroversion</i>
	<i>Patience</i>
	<i>Conformity</i>
	Project Coordinator (PC) Environmental Scores
	<i>Dominance</i>
	<i>Extroversion</i>
	<i>Patience</i>
	<i>Conformity</i>
	Project Engineer (PE) Environmental Scores
	<i>Dominance</i>
	<i>Extroversion</i>
	<i>Patience</i>
	<i>Conformity</i>

The two potential success variables were evaluated and compared prior to final metric selection. They were determined to be highly correlated with a strong linear relationship, equally justifying their potential selection as shown in the figure below.

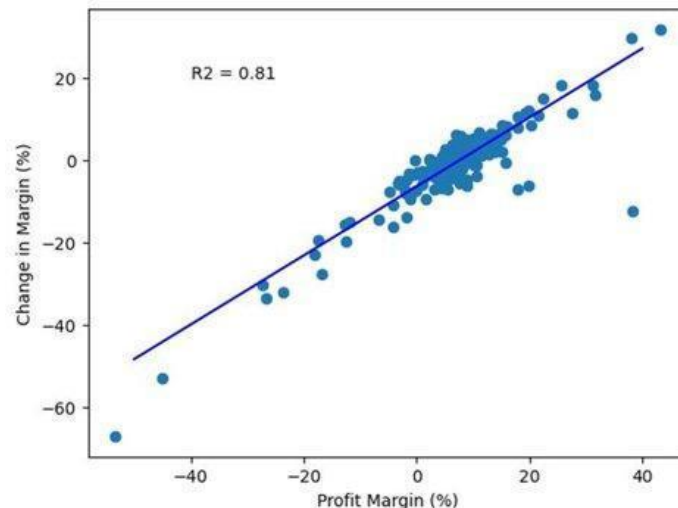


Figure 3. Graph of Change in Margin against Profit Margin Showing Linearity and Correlation

Ultimately, the researchers decided on change in margin (CIM) as the success variable because it is independent of the individual characteristics of the project and more reflective of effort while executing than other performance metrics and is thus perhaps a better representation of a team's cohesion and success. CIM is calculated by subtracting the initial (or planned) profit margin from the final profit margin. Using CIM in this analysis allows for more ready comparisons between projects that may be on the surface quite different - as all that is examined is the difference between the plan and what the team was able to achieve.

With the data set generated and success variable chosen, the research team had to gain an understanding of the company's culture. This was an important baseline for the types of employees attracted to the company partner and factored into the analysis of the personality profiles. The company partner, by happenstance, has a very structured corporate culture that values collaboration and patience, and has many systems in place for project success. In a way, we must not forget that culture shapes people as much as people shape culture in turn. By recognizing the company's culture, the research team could formulate conclusions around a particular corporate structure that may not align with every company but addresses commonalities that extend beyond cultural differences.

Results

Following data collection, the research team generated a summary of employee core personality traits and environmental personality traits. These profiles give further insight into the company partner's culture and can be used by other companies for comparison against

their own results. An aggregate of the company-wide results for employees are presented in the figure below.

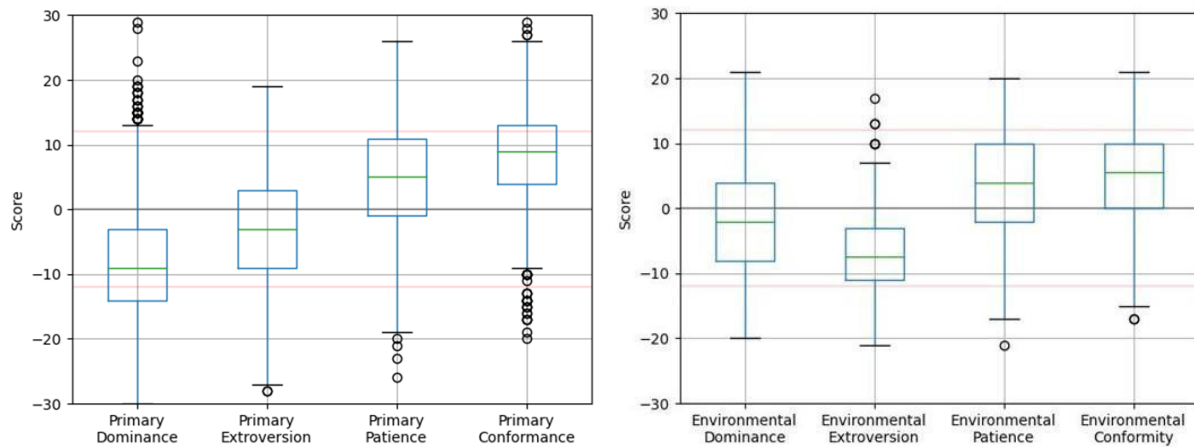


Figure 4. Drake P3® Primary Trait Distribution and Environmental Trait Distribution for All Employees in the Study Company

Company-wide, employees tend to show low dominance and high conformity in their primary profiles. This aligns with the company's structured culture and focuses on collaboration and patience. With strong systems in place, employees tend to follow the company structure and do not feel a need to push the status quo since their current system is successful. This is not to say that all employees follow this personality profile, just that these are the trends across the company. These results also do not factor in employee roles, which can lead to different high and low personality traits. Within this data set, Project Managers and Project Engineers tended to follow the company-wide personality trait distribution of lower dominance and extroversion and higher patience and conformity. In comparison, Project Coordinators showed particularly low dominance and Superintendents and Project Executives showed especially high dominance, as shown in the figure below.

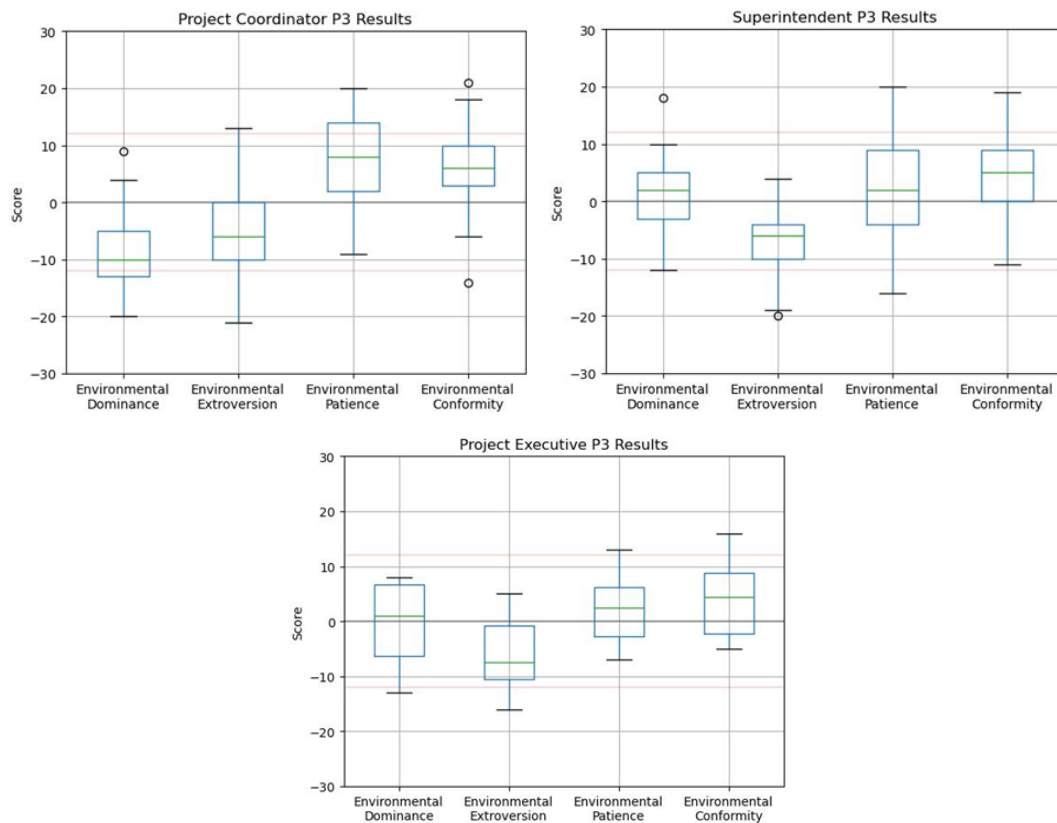


Figure 5. Drake P3® Environmental Trait Distribution Employees in Various Roles at the Study Company

These results show that there are differing personality profiles across the company that can play into project success, measured by the CIM. R was utilized for statistical analysis through mean hypothesis testing and GUIDE analysis, which generates regression trees to split data based on predefined variables. Using these methods in conjunction allowed for more inferences on factor importance. Through this analysis, the research team found a correlation to particular personality traits and their impact on a project's CIM. The results are summarized in the table below. Independent variables that showed no correlation to the CIM were excluded from the table.

Table 2: The Research Findings for Each Independent Variable that had Significant Evidence of Impacting the CIM

Independent Variable	Findings
Team Environmental Scores	Moderate evidence that lower Dominance led to higher CIM Moderate evidence that higher Patience led to higher CIM Moderate evidence that higher Conformity led to higher CIM
PM Environmental Scores	Weak evidence that lower Dominance led to higher CIM Weak evidence that lower Patience led to higher CIM
PE Environmental Scores	Moderate evidence that lower Dominance led to higher CIM
PC Environmental Scores	Moderate evidence that higher Extroversion led to higher CIM
SUP Environmental Scores	Moderate evidence that lower Dominance led to higher CIM Moderate evidence that lower Extroversion led to higher CIM Weak evidence that lower Conformity led to higher CIM
PEX Environmental Scores	Strong evidence that lower Dominance led to higher CIM Weak evidence that lower Extroversion led to higher CIM Strong evidence that higher Patience led to higher CIM Moderate evidence that lower Conformity led to higher CIM

The analysis also generated predictive linear models that were built into a predictive tool for internal company implementation. The tool is intended to predict the CIM of an inputted project team on an inputted project with specified characteristics. The inputs included many of the variables used in the analysis, as shown in the figure below.

Team Performance Estimator

Tool

Tool Hints

Use the tool below to estimate the probability of success with the chosen team.

Select the project parameters, identify the team members, and hit submit. If there are any errors they will show up in the error box at the bottom.

Project Parameters

Industry

Estimated Project Revenue

Separated by commas, no decimals. (EX: 12,000,000)

Estimated Project Length

In days, separated by commas (EX: 247 or 1,813)

Contract Type

Project zip code

EX 53711

Project Team

+

-

Type team members name and select the appropriate name from the dropdown. If the name does not appear in the drop down, try a nickname or alternative spelling, or the member may not be in the database and may need to be added.

Team Member 1	Role
Team Member 2	Role

Submit

Clear Form

Errors:

Figure 6. Team Performance Estimator Input

The user first enters the industry, estimated project revenue, estimated project length, contract type, and project zip code. They then enter at least one, but not more than 10 team members' names and roles on the project and push submit. The "role" field is preset with the five roles, and the team member field is automatically preset with every name in the P3 database at page load to reduce errors in data entry. The program checks for any errors across the entry fields and then sends the data to the server. The server recalculates all the appropriate parameters based on the entered information and the P3 database then inputs the values in the linear models.

The predictive power of the tool is limited by the large number of potential combinations and the need to average multiple linear models for these combinations. Because of the high error in the prediction, using the tool to estimate an actual CIM is infeasible, however, the tool can be used to promote more successful teams over less successful ones. In the result cell of the output, one of four categories is printed according to which quartile of the predicted results the data falls within: in bottom $\frac{1}{4}$ of teams, in second quartile of teams, in third quartile of teams, in top $\frac{1}{4}$ of teams. The outputs are summarized in a Success Estimate table, shown in the figure below.

Success Estimate

Criteria	Estimated CIM
Overall	
Industry	
Revenue	
Length	
Contract Type	
Average	
Result	

Figure 7. Team Performance Estimator Output

Discussion

The results of this analysis show that the project team does have some effect on the construction project success. Similar trends were seen in the full team and individual role data of lower Dominance, higher Patience, and higher Conformity leading to higher CIMs. Although these traits appear to make up just a small part of what is likely a much larger set of variables, small incremental increases and progress in the field will add up.

Understanding the potential for personality dynamics to progress the field emboldens leaders to initiate greater collaboration and empower their team members. Lean leadership emphasizes communication and using your team members' strengths, which is made easier when you understand your team dynamics.

From the Drake P3[®] trait characterization, we know that higher patience individuals tend to be more people-focused, prioritize collaboration, and tend to approach problem-solving in a positive and optimistic way. On construction project teams, this equates to proactive risk management, collaborative problem solving, and a solution focus - which anyone might agree trend toward a more successful project.

Higher conformity, similarly, has a tendency to equate with processes, rules, systems, and high degrees of detail-orientation. A focus on quality of work is also a trait of high conformity. Again, this is perhaps logical, as all construction projects seek to output high quality work, and more individuals of this type support that outcome.

What is perhaps less obvious is the correlation between low dominance and higher project outcomes. Many individuals in construction might self-characterize as high dominance. However, consider what the Drake P3[®] profile tells us about dominance. Lower dominance traits include a tendency toward caution, the tendency to seek group input and consensus when decision making, and an even temperament. Whereas high dominance individuals can be intimidating, perceived as aggressive, and prioritize quick decision making even when it

results in more risk-taking. For a company of the type examined here, strong structural support and systemic decision making align with the low dominance traits, which explains the increased performance of this trait on the examined projects.

It is important to understand that personality profiles are a useful tool but should be considered within the context of the company as a whole. A company that is more individualistic and agile than the structured and team-driven one examined here might achieve higher CIM with very high dominance project teams, for example. Prior to applying any outcome of personality profiling to project data, work to understand what culture and methods are already in place at the company - as simply collecting the data will not change that culture. Once a sense of the dynamics already in play is achieved, then decisions can be made about leverage areas for improvement.

As project delivery methods evolve, teams may require different skills or functions. The ideal team dynamics for emerging delivery methods may differ from methods that a company frequently employs. Utilizing lean, adaptive construction processes alongside team formation and collaboration tools may be useful for new project delivery methods but they are not the only ingredient for successful projects, and would be better utilized following expanded research into team dynamics' impact on these methods.

These personality profiles can be generated from a multitude of commercially available products or tailored internally by a company. The research team focused on one such product for analysis because it was compulsory for the partner company's employees. This paper should not be misunderstood as an endorsement of a particular tool because other personality assessments can be utilized to successfully gain that understanding of current company dynamics. It should also be noted that the tool in this study requires self-assessment and was not validated through a qualitative approach such as peer interviews due to project scope and the desire for a repeatable process for team selection. This limitation removes additional characteristics such as communication and internal team perception that may offer further insights into team dynamics. Future studies that consider qualitative data would expand and help validate the results of this study.

The results of this analysis show an understanding of personality traits present on a project team can be correlated to project success; however, teams can only be made up of the people that are available at the time, and free selection of "perfect" teams may not be appropriate or possible. While outside the scope of this research, the research team suggests that team formation consider multiple factors, including personality dynamics, schedule availability, and additional team needs to create a project team that maximizes the utilization of each employee, as well as the success of all the teams being scheduled.

Conclusion

It was in 1917 that Cyrus McCormick coined the now oft-cited proverb: if you want to go fast, go alone; if you want to go far, go together - a maxim which is as true today as it was then. With declining construction productivity and an aging workforce in need of new hires, it is evidently critical that project teams be correctly selected given their impact on project success. The formation of a project team is one of the earliest and most critical actions that must be taken in the commencement of a project, and too often is left simply to selecting

from the personnel that are available. If companies contemplating or embarking upon a new venture were able to leverage the personality traits of their staff to create teams that meet a holistic set of criteria - whose skills complement each other - it is possible to realize even greater project success.

The research team set out to investigate how personality assessments can inform team selection and contribute to greater project success. The objective of this paper is to present the correlation between personality traits and project CIMs for a particularly structured company and provide insight into additional categorical variables that can influence project success. This study included six independent variables: 1) Team Environmental Scores; 2) Project Manager (PM) Environmental Scores; 3) Project Engineer (PE) Environmental Scores; 4) Project Coordinator (PC) Environmental Scores; 5) Superintendent (SUP) Environmental Scores; and 6) Project Executive (PEX) Environmental Scores. In addition, four categorical variables were included in the study: 1) Project Industry; 2) Project Length; 3) Project Duration; and 4) Project Billing Type. This paper also presents the research results completed by the team for those who wish to review them, though an understanding of the statistical and mathematical analysis performed is not necessary to understand the process presented in this paper.

The goal of this paper is to emphasize that understanding company culture and employee dynamics is necessary to facilitate informed team selection. One way to understand the structure of a company and its employees is through personality assessments, as shown in this paper. Personality assessments provide a metric with which to compare teams and correlate particular traits to project outcomes. However, to be an effective indicator of team dynamics, personality assessments must be widespread throughout a company.

The usefulness of measurable team characteristics also stems from leadership and whether they choose to leverage their team's strengths. Lean leadership encourages collaboration, motivating team members, and promoting projects from the top-down. Leaders who embrace these principles may find that understanding team dynamics bolsters their leadership approach.

When personality profiles are widespread within a company, team dynamics can be correlated to project success through a chosen performance metric. This paper analyzed project success through change in margin (CIM) because it is more reflective of execution effort than other performance metrics while remaining independent of individual project characteristics. Using the CIM as the success metric allows for a comparison between the plan and what the project team was able to accomplish, perhaps making it a better representation of team-related success.

This study focused on a company with structured systems in place that encouraged patience and collaboration. This could be seen in the high conformity and patience and low dominance typical of their employees' Drake P3® profiles. These characteristics were shown to lead to higher CIMs on average. Additional considerations that go beyond team selection and perhaps speak more to project selection, can also lead to higher or lower CIMs. This study found that smaller projects, in terms of revenue and length, produce higher CIMs on average with Commercial and Industrial Guaranteed Maximum Price (GMP) contracts also producing higher CIMs on average than other project industries and billing types.

The results of this analysis show that the project team does have some effect on the construction project success, but it is important to recognize that these traits appear to make up just a small part of what is likely a much larger set of variables. This research is not intended to say only individuals with particular personality traits will find success in the construction industry; on the contrary, with differing company cultures and collaboration styles, opportunities abound for varied team formation and structure. The intent of this research is to emphasize the need to understand a team if one is to replicate or change project results. If project success is not correlated to measurable team characteristics, informed team selection will not be possible, even when availability and schedules align.

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