

Table 2.2 continued

Team	Matrix	Virtual	Network	Management	Change
Continuity	Stable as a structure but fluid by project	Potential fluid	Potential fluid	Stable	Fluid
Lifespan	Unlimited	Variable	Variable	Unlimited	Variable
Organizational links	Part of management structure Dual accountability	Can be part of the management structure	More distributed across the organization	Part of management structure	Variable
Led by	Project manager and functional head	One manager or supervisor	Potentially distributed leadership or coordination	One manager	Sponsor or change manager
Location	Co-located, dispersed, virtual	Dispersed	Dispersed	Often co-located	Co-located, dispersed, virtual
Purpose	Project achievement	BAU or Project	Change or development	Business as usual Change and development	Change and development
Authority	Dual accountability	Through the line or project manager	Depends	Through the line	Via project manager and project sponsor
Focus	Task	Task	Communication	Task and communication	Task and communication

supervisor. This affects the way decisions are made and the way in which individual and team performance is managed. Generally this is through collective or distributed leadership.

Self-managed work teams are more prevalent in manufacturing industries than in the service arena. Once again there is an emphasis on delivery of service or product rather than delivering change.