

Conflict and Management Analysis in Residential Buildings

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ABSTRACT: The analysis of construction industry are a large and complex industry involving multiple stakeholders with divergent interests who often experience conflict that is detrimental to all involved. Interpersonal conflict know as relationship conflict produces outcomes that are detrimental to performance as seen in the project schedule, morale of the management team, and the budget. The construction industry recognizes there is a problem with relationship conflict but little research has examined the topic to understand what construction management professionals experience and the effects on performance. This qualitative grounded theory research examined the effects of relationship conflict on performance and budget in construction management, through 25 interviews with construction management professionals, conducted in 28 Maharashtra construction firms. The professionals interviewed included, three superintendents, 11 project managers, three senior project managers, and eight project executives. The goal of the study was to understand from the construction industry's perspective what the antecedents and outcomes of relationship conflict were for the firms and individuals involved. The primary players who produced relationship conflict were the owner and owner's representative, subcontractors, and superintendents. Resulting from relationship conflict, the major detrimental outcomes were schedule delays and budget increases, while factors that mitigated relationship conflict were good communication and trust. Performance was also negatively affected on a personal level as management professionals experienced the effects of relationship conflict through mental, emotional, physical, and family-life disruption.

Keywords: Residential Buildings, conflict management, conflict analysis.

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I. OVERVIEW

Over the years three distinct views have evolved about conflict in projects and organizations the traditional view (dominant from the late nineteenth century until the mid-1940) assumes that conflict is bad, always has a negative impact, and leads to declines in performance as the level of conflict increases. Conflict must therefore always be avoided. In this view conflict is closely associated with such terms as violence, destruction, and irrationality. The response to conflict in the traditional view is to reduce, suppress, or eliminate it. The manager was responsible for freeing the project of any conflict, often using an authoritarian approach. Although that approach worked sometimes, it was not generally effective; when they are suppressed, the root causes cannot be identified, and the potentially positive aspects of conflict cannot emerge. This traditional view of conflict is still widely held because industrial and business institutions that have a strong influence on our society concur with it. This negative view of conflict played a role in the development of labor unions. Violent or disruptive confrontations between workers and management led people to conclude that conflict was always detrimental and should therefore be avoided. The behavioral or contemporary view, also known as the human relations view, emerged in the late 1940s and held sway through the 1970s. It argues that conflict is natural and inevitable in all organizations and that it may have either a positive or a negative effect, depending on how the conflict is handled. Performance may increase with conflict, but only up to a certain level, and then decline if conflict is allowed to increase further or is left unresolved. This approach advocates acceptance of conflict and rationalizes its existence. Because of the potential benefits from conflict, project managers should focus on managing it effectively rather than suppressing or eliminating it. The newest perspective, the interactions view assumes that conflict is necessary to increase performance. While the behavioral approach accepts conflict, the interactions view encourages conflict based on the belief that a harmonious, peaceful, tranquil, too-cooperative

project organization is likely to become static, apathetic, stagnant, and unable to respond to change and innovation. This approach encourages managers to maintain an appropriate level of conflict—enough to keep projects self critical, viable, creative, and innovative. Using these three views of conflict, the managerial actions to be taken can be decided by comparing the actual level of conflict (a) and desired levels of conflict (d)(ref 3). According to the traditional view, the desired level of conflict is always zero. If $a = 0$, do nothing, and if actual conflict rises above zero, it should be resolved. But the behavioral and interactions views differ only in terms of the desired level of conflict, which could be equal to or above zero in the contemporary view and is always above zero in the interactions view. If the desired level of conflict is above zero, then there are three possible outcomes depending on whether a is more than d or a is less than.

FACTORS CAN AFFECT OUR CONFLICT MODES:

Some factors that can impact how we respond to conflict are listed below with explanations of how these factors might affect us.

- **Gender** some of us were socialized to use particular conflict modes because of our gender. For example, some males, because they are male, were taught “always stand up to someone, and, if you have to fight, then fight.” If one was socialized this way he will be more likely to use assertive conflict modes versus using cooperative modes.
- **Self-concept** how we think and feel about ourselves affect how we approach conflict. Do we think our thoughts, feelings, and opinions are worth being heard by the person with whom we are in conflict?
- **Expectations** Do we believe the other person or our team wants to resolve the conflict?
- **Situation** where is the conflict occurring, do we know the person we are in conflict with, and is the conflict personal or professional?
- **Position** (Power) what is our power status relationship, (that is, equal, more, or less) with the person with whom we are in conflict?
- **Practice** involves being able to use all five conflict modes effectively, being able to determine what conflict mode would be most effective to resolve the conflict, and the ability to change modes as necessary while engaged in conflict.
- **Determining** the best mode through knowledge about conflict and through practice we develop a “conflict management understanding” and can, with ease and limited energy, determine what conflict mode to use with the particular person with whom we are in conflict.
- **Communication skills** The essence of conflict resolution and conflict management is the ability to communicate effectively. People who have and use effective communication will resolve their conflicts with greater ease and success.
- **Life experiences** As mentioned earlier, we often practice the conflict modes we saw our primary caretaker(s) use unless we have made a conscious choice as adults to change or adapt our conflict styles. Some of us had great role models teach us to manage our conflicts and others of us had less-than-great role models. Our life experiences, both personal and professional, have taught us to frame conflict as either something positive that can be worked through or something negative to be avoided and ignored at all costs.

Discerning how we manage our conflict, why we manage conflict the way we do, and thinking about the value of engaging in conflict with others are important. With better understanding we can make informed choices about how we engage in conflict and when we will engage in conflict. The next section provides points for us to consider when determining if we will enter into a conflict situation or not.

II. MAIN OBJECTIVES

The following are main objective:

1. To resolve conflict through resolution and negotiation.
2. To develop through understanding of the concepts and its implications
3. To develop Conflict management skills
4. Increase use of collaborative problem solving approaches.

III. METHODOLOGY

The following are main methods:

1. Study area
2. Selection of indicators
3. Multi-*criteria analysis*

IV. SIX ESSENTIAL SKILLS FOR MANAGING CONFLICT EFFECTIVELY:

1. Create and maintain a bond, even with your 'adversary'
2. Establish a dialogue and negotiate.
3. Put the fish on the table
4. Understand what causes conflict
5. Build a *positive relationship*

V. BUILDING BYE LAWS AND REGULATIONS

1. Line of building frontage and minimum plot sizes.
2. Open spaces around residential building.
3. Minimum standard dimensions of building elements.
4. Provisions for lighting and ventilation.
5. Provisions for safety from explosion.
6. Provisions for means of access.
7. Provisions for drainage and sanitation.
8. Provisions for safety of works against hazards.
9. Requirements for off-street parking spaces.
10. Requirements for landscaping.
11. Special requirements for low income housing.
12. Size of structural elements.

VI. CONFLICT OF DISAGREEMENTS:

Conflict manifests itself as a difference between two or more persons or groups characterized by tension, disagreement, emotion or polarization, where bonding is broken or lacking. The most important conflicts – the ones that, George Kohlrieser IMD Professor of Leadership and Organizational Behavior when managed well, lead to positive results in teams – are the ones in which people feel personally invested in their positions or are bringing something of themselves as human beings into the interaction. Buildings are increasingly diverse with a large number of interdependencies – and thus the potential for many disagreements. As a manager, you are one voice among many. Your responsibility is likely to exceed your authority. You will inevitably be faced with conflict: Dealing openly with it will usually improve your chances of achieving your goals. People create conflict as a direct result of the human bonding cycle, in which bonds are broken, resulting in loss, disappointment, frustration, pain and even grief – real or anticipated. However, if you can understand how people deal with loss, you will have a better insight into the conflict and how to resolve it. It is very important to recognize how loss, disappointment, and even change can create feelings of separation and pain, which can break the bond in working relationships. Companies can cause people to suffer pain and other negative emotions every day – a missed promotion, a poor performance review, the ending of a successful project. When we suffer loss, we experience deep needs that may not be met, which results in more conflict. It is important to remember that conflicts start when bonding ends.

VII. MANAGE CONFLICT FOR HIGH PERFORMANCE:

Before we can manage conflict, we must manage ourselves. In the face of conflict, our natural reaction is fight, flight or freeze. We can overcome this fear by mastering our emotions and our focus. Human beings exist in one of many 'states'. A state is a combination of feelings, thoughts, physiology, and behavior, and it largely determines how we act. We can change a 'state' from negative to positive, from fear to courage, and do what is counterintuitive: go towards the person with whom we are in conflict. A key tactic for doing this is to manage our focus in the mind's eye, one of the brain's most powerful mechanisms. It forms the way we view a particular situation and determines how we will act or react. Most of us have heard about how successful athletes improve performance by visualizing winning and never losing sight of their goal. Another example is the way some executives improve their public speaking skills by imagining themselves captivating their audience. All high performers use their mind's eye to focus on the benefits beyond the fear, the danger or potential pain. The mind's eye is a fundamental tool to create a positive or negative result in managing conflict. Our mind's eye is shaped by experiences and choice, which determine the way we view the world and, ultimately, determine success or failure in dealing with conflict. Many leaders in conflict situations are 'hostages' to their inner fears and other negative emotions and fail to see the opportunities in resolving them. Research by the authors and Professors Chris Neck and Charles Manz1 suggests that we can change the way we perceive a situation by creating an inner dialogue – telling ourselves to see something as an opportunity, not as an obstacle. It is a case of changing the half-empty glass to one that is half full – seeing the 'adversary' as a potentially and moving towards the threatening person to build a bond by focusing on common goals.

VIII. CONCLUSION

The Conflict is everywhere. The good news is that conflict can be extremely productive for buildings and individuals and conflicting management skills can be learned. High performing leaders are effective at dealing with conflict because they use the six essential skills. We have been negotiating with hostage-takers, many of them violent, for 30 years, and we have been taken hostage four times. We are convinced that even the most extreme conflicts can be resolved through bonding, dialogue and negotiation.

They should concentrate on building an atmosphere designed to reduce destructive conflict and deal with routine frictions and minor differences before they become unmanageable. The key to resolving conflict with a positive outcome includes looking for a win-win situation, cutting losses when necessary, formulating proactive conflict management strategies, using effective negotiation and communication, and appreciating cultural differences among project stakeholders.

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