Central General Construction

“Building Strong Teams for Better Construction Performance”

Overview of the Ethiopian Construction Industry

The Ethiopian construction industry is one of the fastest-growing sectors in the country and a major driver of economic transformation, urbanization, and infrastructure development. Over the past decade, the sector has expanded significantly through large public and private investments in roads, railways, housing, industrial parks, commercial buildings, water supply systems, energy infrastructure, and urban development projects.

As one of the largest construction markets in East Africa, Ethiopia's construction sector plays a critical role in job creation, industrial growth, and national connectivity. The industry supports broader economic development by improving transportation networks, expanding access to utilities, strengthening urban services, and stimulating investment opportunities across multiple sectors.

The sector continues to benefit from ambitious government infrastructure programs, rapid urban population growth, increasing demand for housing and public services, and ongoing investments in energy and utility expansion. Major national projects—including transport corridors, hydropower developments, industrial zones, airports, and urban infrastructure—have further accelerated construction activities throughout the country.

Despite challenges such as inflation, foreign currency shortages, rising material costs, and project management constraints, the industry remains resilient and is projected to grow steadily in the coming years. Current forecasts estimate an average annual growth rate of approximately 7.8% through 2029, positioning Ethiopia as one of the emerging construction and infrastructure hubs in Africa.

The growing complexity and scale of construction projects in Ethiopia have also increased the demand for skilled professionals, effective leadership, strong project management, teamwork, communication, safety management, and organizational efficiency. As a result, enhancing both technical and soft skills within the construction workforce has become increasingly important for improving project performance, productivity, and sustainability.

In this rapidly evolving and highly competitive construction environment, companies such as Central Construction play a vital role in delivering quality infrastructure, strengthening organizational performance, and contributing to Ethiopia's national development agenda. Understanding the industry context therefore provides an important foundation for discussing Central Construction's vision, operations, organizational capacity, and commitment to excellence in the construction sector.

About Central Construction

Central Construction is an emerging and dynamic construction company established in Ethiopia, which has steadily grown from a building contractor into a Grade 2 General Contractor through dedication, professionalism, and consistent project performance.

Headquartered in Shager City, the company operates across different regions of Ethiopia, delivering a wide range of construction projects that include residential, commercial, institutional, and infrastructure developments. From small-scale construction works to complex building and infrastructure projects, Central Construction has demonstrated the capacity to execute projects efficiently and professionally.

The company has earned recognition for its commitment to timely project delivery, quality workmanship, and client satisfaction. Its success is driven by a team of skilled professionals, strong technical expertise, effective project management practices, and a results-oriented organizational culture.

Central Construction committed to continuous improvement through innovation, workplace safety, teamwork, and socially responsible construction practices. By aligning its operations with modern construction standards and industry best practices, the company continues to contribute to Ethiopia's growing construction sector and national development efforts.

Vision

- To become a competitive and preferred construction company in Ethiopia and Africa within five years, recognized for excellence, innovation, quality, reliability, and outstanding customer satisfaction.

Mission Central Construction

- To deliver high-quality, innovative and safe construction solutions through skilled professionals, advanced technology and excellence in craftsmanship, ensuring timely project delivery, customer satisfaction, and socially responsible construction practices.

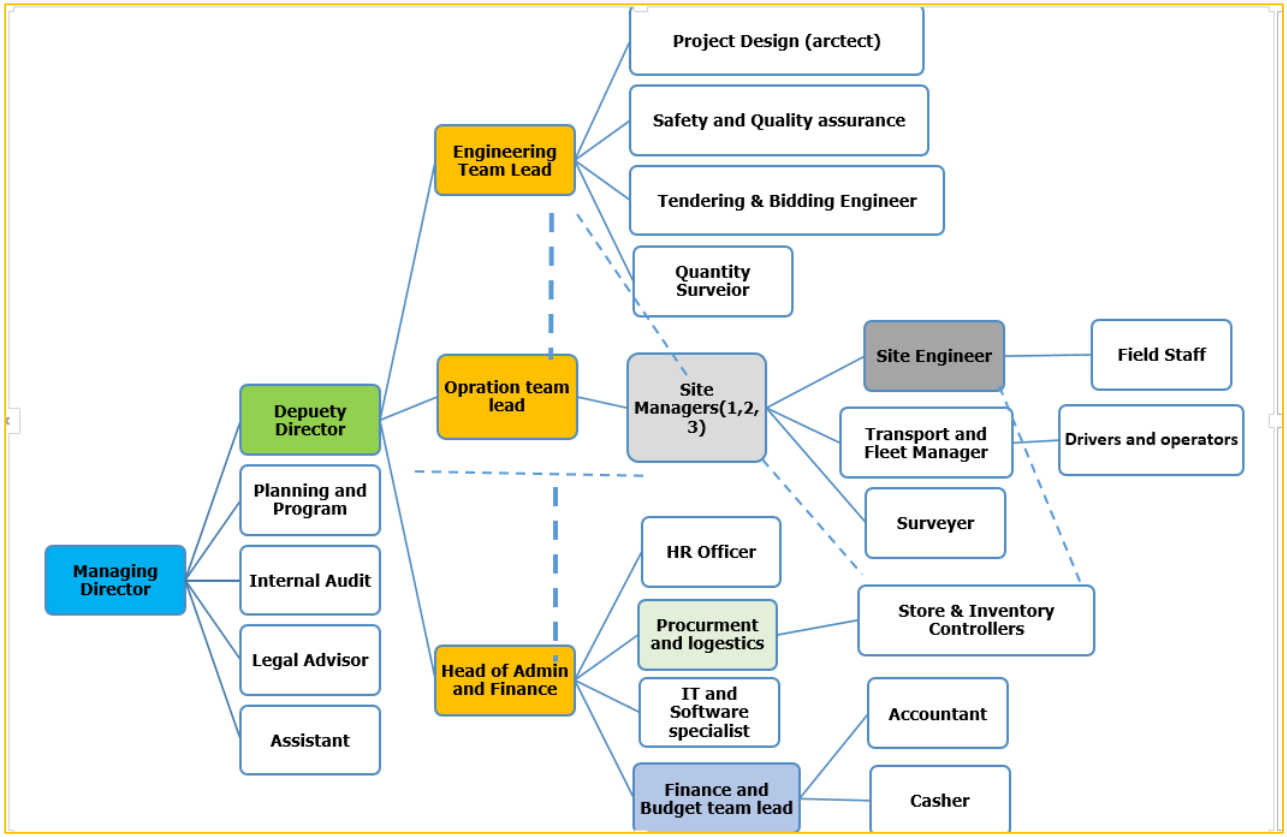
Core Values

1. Excellence: Commitment to high-quality workmanship and superior construction standards in all projects.
2. Integrity & Accountability: We act with honesty, transparency, and responsibility in all our business and project activities.
3. Safety First: Promoting a strong safety culture to protect workers, clients, and communities.
4. Professionalism: We uphold strong technical competence, discipline, and ethical conduct in all aspects of our work.
5. Innovation Continuous use of modern methods, technology, and creative solutions in construction delivery.
6. Client Focus: Prioritizing client needs and ensuring satisfaction through timely and reliable service delivery.
7. Teamwork & Collaboration: We foster a culture of cooperation among employees, partners, and stakeholders to achieve shared goals.
8. Social Responsibility – Ensuring construction activities positively impact communities and the environment.

Organizational Structure.

Effective organizational relationships and workflow coordination are essential for improving operational efficiency, accountability, communication, and project delivery within a construction company. Clearly defining departmental roles and interdepartmental linkages helps avoid duplication of effort, strengthens decision-making, improves resource utilization, and enhances project performance.

The following chart represented proposed Central general Construction Organogram.



Department / Position	Reporting Relationship	Main Responsibilities	Key Relationship / Coordination	Workflow Contribution
Managing Director	Reports to Board/Owners	Overall strategic leadership, decision-making, and organizational oversight	Coordinates with all departments and senior management	Provides strategic direction and approves major operational and financial decisions
Deputy Director	Reports to Managing Director	Supports Managing Director in operational management and coordination	Works closely with department heads	Ensures smooth implementation of organizational policies and decisions
Planning and Program	Managing Director	Project planning, scheduling, monitoring, and reporting	Coordinates with Engineering, Operations, Finance, and Procurement	Ensures project alignment with timelines, budgets, and strategic goals
Technical Director	Reports to Deputy Director	Technical oversight, engineering supervision, and design coordination	Works with Site Engineers, Surveyors, Architects, and QA teams	Ensures technical quality and compliance of construction works
Project Design (Architect)	Reports to Technical Director	Architectural design and project layout preparation	Coordinates with Engineering, Quantity Surveyor, and Site Teams	Supports preparation of technically sound and cost-effective designs
Tendering & Bidding Engineer	Reports to Technical Director / Deputy Director	Preparation of tender documents and bid submissions	Coordinates with Finance, Procurement, and Engineering departments	Supports acquisition of new projects and business opportunities
Quantity Surveyor	Reports to Technical Director	Cost estimation, BOQ preparation, and cost control	Works with Engineering, Finance, and Site Managers	Supports budget management and project cost efficiency
Surveyor	Reports to Site Manager	site surveying activities	Coordinates with Site Engineers and Engineering Team Lead	Provides accurate field measurements and site data

Safety and Quality Assurance	Technical Director	Workplace safety management and quality control	Coordinates with Site Managers and Engineering Team	Ensures compliance with safety and quality standards
Operation Director	Reports to Deputy Director	Oversees day-to-day operational activities	Coordinates with Site Managers, Fleet, Procurement, and Stores	Ensures smooth field operations and resource allocation
Site Managers	Report to Operation Team Director	Supervise field implementation activities and workforce management	Coordinate with Site Engineers, Field Staff, and QA teams	Ensure project execution according to plan and standards
Site Engineer	Reports to Site Manager / Engineering Team Lead	Technical supervision of construction activities	Works with Site Managers and Engineering Team Lead	Supports implementation of engineering designs on site
Field Staff	Report to Site Engineers and Site Managers	Execute construction and operational activities	Report to Site Engineers and Site Managers	Perform field-level construction and operational tasks
Head of Administration and Finance Director	Reports to Managing Director	Administrative management and financial oversight	Coordinates with HR, Finance, Procurement, and Management	Ensures organizational financial and administrative efficiency
Finance and Budget Team Lead	Reports to Head of Administration and Finance	Financial planning, budgeting, and expenditure monitoring	Works with Accountant, Cashier, and Project Teams	Supports financial accountability and budget control
Accountant	Reports to Finance and Budget Team Lead	Financial recording and reporting	Coordinates with Finance Team Lead and Procurement	Ensures accurate financial records and compliance
Cashier	Reports to Finance and Budget Team Lead	Cash handling and payment processing	Works with Finance Department	Supports daily financial transactions and payment processing

HR Officer	Reports to Head of Administration and Finance	Human resource management and staff administration	Coordinates with all departments	Supports staff recruitment, training, and performance management
Procurement and Logistics	Reports to Head of Administration and Finance	Procurement planning, purchasing, and logistics management	Coordinates with Finance, Stores, and Operations	Ensures timely availability of materials and services
Store and Inventory Controllers	Reports to Procurement and Logistics	Inventory management and stock control	Works with Procurement and Site Teams	Ensures proper storage and distribution of materials
Transport and Fleet Manager	Reports to Operation Team Lead / Administration	Vehicle and equipment management	Coordinates with Operations and Site Teams	Ensures availability and maintenance of transport resources
Drivers and Operators	Report to Transport and Fleet Manager	Transportation and equipment operation	Report to Fleet Manager	Support movement of personnel, materials, and machinery
IT and Software Specialist	Reports to Head of Administration and Finance	IT infrastructure and software support	Supports all departments	Enhances communication, data management, and system efficiency
Internal Audit	Reports directly to Managing Director / Board	Internal control and compliance review	Reports independently to senior management	Strengthens accountability, transparency, and risk management
Legal Advisor	Reports to Managing Director	Legal compliance and contract management	Coordinates with Management and Procurement	Ensures legal protection and contractual compliance
Assistant	Reports to Managing Director / Deputy Director	Administrative and coordination support	Supports management and departments	Facilitates communication and administrative workflow

1. INTRODUCTION

Construction projects are not only built with technical knowledge, machinery, and materials; they are also built through communication, teamwork, leadership, accountability, and collaboration. Even highly skilled engineers and technicians can struggle to deliver successful projects when soft skills are weak.

In construction environments, employees from different professional backgrounds must work together under pressure, strict timelines, safety risks, budget limitations, and changing site conditions. This requires strong interpersonal relationships, clear communication, problem-solving abilities, and a shared commitment toward project goals.

Many workplace problems in construction companies are not caused by lack of technical skills alone. They are often caused by:

- Poor communication
- Weak coordination between departments
- Lack of accountability
- Conflict among staff
- Delayed decision-making
- Blaming culture
- Poor leadership
- Lack of teamwork
- Weak performance monitoring systems

This training program is designed to strengthen the human and organizational side of construction management by developing practical soft skills that improve teamwork, communication, leadership, conflict resolution, decision-making, accountability, and organizational effectiveness.

The training combines practical exercises, group discussions, simulations, reflection activities, and workplace examples relevant to the construction industry.

2. TRAINING OBJECTIVES

By the end of the training, participants will be able to:

- Understand the importance of soft skills in construction performance
- Improve communication and coordination within teams
- Build trust and collaboration across departments
- Strengthen teamwork and shared responsibility
- Improve leadership and accountability

- Apply practical conflict management techniques
- Improve workplace problem-solving and decision-making
- Understand performance management and continuous improvement
- Promote a positive organizational culture
- Improve productivity, safety, and project coordination

3. TARGET PARTICIPANTS

- Engineers
- Site Supervisors
- Project Managers
- Foremen
- Finance Staff
- Procurement Officers
- HR Personnel
- Store Keepers
- Administrators
- Safety Officers
- Logistics Teams
- Technicians

4. TRAINING METHODOLOGY

Interactive and practical training methods,

- Interactive presentations
- Group discussions
- Case studies
- Reflection exercises
- Team-building games
- Construction simulations
- Role plays
- Workplace scenarios
- Brainstorming sessions
- Experience sharing

SESSION 1: SOFT SKILLS & ORGANIZATIONAL EFFECTIVENESS

Duration

1.5 Hours

SESSION Purpose

To help participants understand how soft skills, workplace behavior, organizational structure, and coordination affect construction performance and project success.

Learning Objectives

Participants will:

- Understand the meaning and importance of soft skills
- Understand organizational coordination and accountability
- Recognize how behavior affects workplace culture
- Improve collaboration among departments

Topic 1: Understanding Soft Skills

Definition

Soft skills are personal, interpersonal, and behavioral abilities that influence how people communicate, work with others, solve problems, manage emotions, and perform in the workplace.

Unlike technical skills, which focus on technical knowledge and procedures, soft skills focus on human interaction and workplace behavior.

Why Soft Skills Matter in Construction

Construction projects involve multiple departments and professionals working together under pressure. Strong soft skills help employees coordinate effectively and reduce misunderstandings.

Poor soft skills can result in:

- Delays in project implementation
- Workplace conflict
- Poor coordination
- Rework and mistakes
- Safety incidents
- Low morale
- Weak accountability

Strong soft skills improve:

- Team collaboration
- Productivity
- Leadership effectiveness
- Communication
- Customer satisfaction
- Safety culture
- Organizational performance

Topic 2: Organizational Effectiveness

Definition

Organizational effectiveness refers to how efficiently and successfully an organization achieves its goals through coordination, accountability, communication, leadership, and teamwork.

An effective organization has:

- Clear responsibilities
- Strong communication systems
- Good leadership
- Coordinated departments
- Accountability systems
- Efficient decision-making

Importance in Construction

Construction companies rely on multiple interconnected departments such as engineering, procurement, finance, logistics, and administration.

If one department fails to perform effectively, the entire project may suffer.

Example: A delay in procurement can delay site work. Delayed payments from finance can affect material supply. Poor communication between departments may create blame and conflict.

Topic 3: Workplace Accountability

Definition

Accountability means taking responsibility for actions, decisions, performance, and results.

Accountable employees:

- Complete tasks on time
- Accept responsibility for mistakes
- Follow procedures
- Report honestly
- Support organizational goals

Characteristics of Accountable Workplaces

- Clear reporting lines
- Defined responsibilities
- Timely reporting
- Follow-up systems
- Performance monitoring
- Transparency

Group Discussion Questions

1. Which soft skills are most important in construction?
2. How does poor coordination affect project delivery?
3. What behaviors reduce organizational effectiveness?
4. Why do departments blame each other during project delays?

Reflection Exercise

"My Workplace Contribution"

Participants reflect on:

- What positive behaviors do I contribute?
- How do others experience working with me?
- What should I improve?

Team Exercise

"Department Coordination Challenge"

Participants analyze a delayed construction project caused by poor coordination among engineering, procurement, and finance.

Practical Group Exercise — Organizational Structure

- Exercise Title:
- "Who Should Do What?"
- Instructions

Provide this scenario:
A construction project is delayed because materials were not delivered on time. The engineer says procurement delayed purchasing. Procurement says finance delayed payment approval. Finance says the request was incomplete.

Group Tasks

Each group should discuss:

1. Which departments are involved?
2. What responsibilities does each department have?
3. Where did the communication fail?
4. How could the organizational structure improve coordination?

Expected Learning

- Interdependence between departments
- Accountability
- Communication flow
- Organizational coordination

SESSION 2: TEAMWORK & TEAM BUILDING

Duration

3 Hours

SESSION Purpose

To strengthen collaboration, trust, communication, and shared responsibility among employees.

Learning Objectives

Participants will:

- Understand the principles of teamwork
- Improve collaboration and trust
- Build effective working relationships
- Understand stages of team development

Topic 1: Understanding Teamwork

Definition for team and team work

- A group of people working together toward a shared goal with mutual accountability

Teamwork is the process of people working together cooperatively toward a common goal.

  - A construction team includes clients, consultants, engineers, supervisors, and workers
  - Team members depend on each other — individual success requires collective effort
  - Every person has an essential role — no contribution is too small
  - Strong teams combine diverse skills, knowledge, and experience
  - A team is more than its parts — synergy creates results no individual can achieve alone

Importance of Teamwork in Construction

Construction activities are highly interdependent. Teams must coordinate schedules, materials, labor, equipment, and safety.

Without teamwork:

- Delays increase
- Conflicts emerge
- Rework occurs

- Productivity decreases
- Safety risks increase

With effective teamwork:

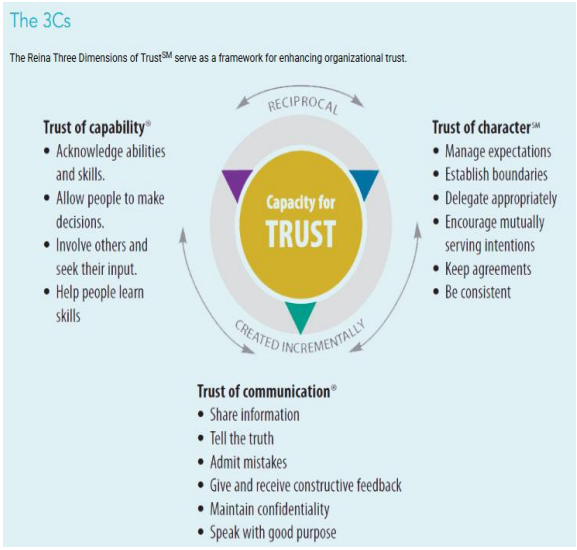
- Communication improves
- Problems are solved faster
- Productivity increases
- Morale improves
- Projects finish more efficiently

Topic 2: Characteristics of Effective Teams

Effective teams demonstrate:

Trust

Trust creates the foundation for effective communication, staff retention, employee motivation and the contribution of discretionary energy which is what we call engagement…the *extra* effort that people voluntarily invest in work.



Three Constructs of Trust

- The ***Capacity for Trusting*** means that your total life experiences have developed your current capacity, narrative and willingness to risk trusting others. (*Is it possible for me to trust?)*
- The ***Perception of Competence*** is made up of your perception of your ability and the ability of others with whom you work to perform competently at whatever is needed in your current situation. *(Can I deliver on my promises?)*
- The ***Perception of Intentions*** is your perception that the actions, words, direction, mission, or decisions are motivated by mutually-serving rather than self-serving motives *(Am I assuming good intent?)*

Respect

- Employees value each other's contributions and opinions.

Communication

- Information flows clearly and openly.

Cooperation

- Departments and individuals support one another.

Shared Goals

- Everyone understands project objectives.

Accountability

- Members take responsibility for assigned tasks.

Topic 3: Stages of Team Development

According to Bruce Tuckman, teams develop through five stages.

Forming

- Members meet and learn about responsibilities and project goals.

Storming

- Differences and disagreements emerge as people compete for influence and define roles.

Norming

- The team develops trust, cooperation, and common working methods.

Performing

- The team becomes productive, collaborative, and self-managing.

Adjourning

- The project ends and the team reflects on lessons learned.

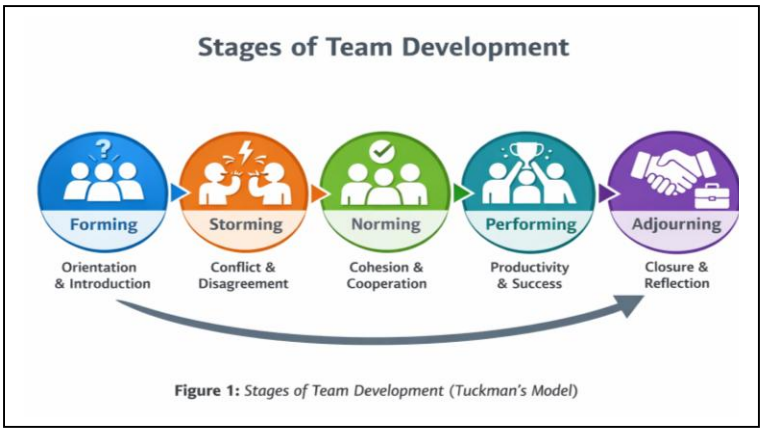


Figure 1: *Stages of Team Development (Tuckman's Model)*

Topic 4: Barriers to Teamwork

Common barriers include:

- Poor communication
- Lack of trust
- Department competition
- Blaming culture
- Unclear responsibilities
- Weak leadership

- Lack of respect

Group Discussion Questions

1. Why do some teams fail while others succeed?
2. What destroys trust in teams?
3. Which stage of team development is most difficult?
4. How can supervisors strengthen teamwork?

Reflection Exercise

"My Role in the Team"

Participants assess:

- Am I cooperative?
- Do I support others?
- Do I listen to different opinions?
- How do I react during disagreements?

Team-Building Games

Game 1: Tower Challenge

Teams build the tallest free-standing tower using paper and tape.

Instructions

Divide participants into groups.

Each group must build the tallest free-standing paper tower within 10 minutes.

Rules

- Everyone must participate
- No single person can lead everything
- Limited materials provided

Debrief Questions

After the activity ask:

1. What helped your team succeed?
2. What communication problems occurred?
3. Did everyone participate equally?
4. What lessons apply to the workplace?

Expected Learning

- Importance of planning
- Communication and coordination
- Shared responsibility
- Team participation

Game 2: Human Knot

Participants untangle themselves without releasing hands.

Learning Points

- Collaboration
- Patience
- Problem-solving
- Team coordination

SESSION 3: COMMUNICATION & SHARED UNDERSTANDING

Duration

3 Hours

SESSION Purpose

To improve communication skills, reduce misunderstandings, and strengthen shared understanding within construction teams.

Learning Objectives

Participants will:

- Improve workplace communication
- Develop active listening skills
- Reduce misunderstandings
- Improve reporting and coordination

Topic 1: Understanding Communication

Definition

Communication is the process of sharing information, ideas, instructions, and feedback between people.

Effective communication ensures that messages are clearly understood.

Types of Communication

- Verbal Communication
    - Spoken instructions, meetings, and discussions.
- Non-Verbal Communication
    - Body language, facial expressions, gestures, and tone.

- Written Communication
    - Reports, emails, site instructions, and documentation.
- Digital Communication
    - Mobile phones, messaging applications, and project systems.

Topic 2: Communication Challenges in Construction

Common communication problems include:

- Incomplete instructions
- Delayed reporting
- Assumptions
- Language barriers
- Poor listening
- Lack of feedback
- Misunderstanding responsibilities

These problems can cause:

- Delays
- Safety incidents
- Rework
- Conflict
- Poor coordination

Topic 3: Active Listening

Definition

Active listening means carefully listening to understand another person before responding.

Characteristics of Active Listening

- Paying attention
- Avoiding interruption
- Asking clarifying questions
- Confirming understanding
- Showing respect

LISTENING

"GROWING YOUR EQ"

A-C-I

- ATTENTION: centering your focus and eliminating distractions. Put down and put away your phone. Make eye contact. Adopt an open posture and make a conscious effort to be present.
- COMPREHENSION ensuring mutual understanding. Ask if you may repeat back key points to make sure you've properly heard and understood. Ask questions to clarify as needed
- INTENTION: this is perhaps the most important; you must listen in such a way that you intend to really change. This is different from admitting from the outset that all you hear is correct, or that you are in agreement. This is simply committing to yourself and to your dialogue partner that you are open to learning from what they say.

Topic 4: Shared Understanding

Definition

Shared understanding means all team members clearly understand:

- Project goals
- Roles and responsibilities
- Expectations
- Priorities
- Deadlines
- Procedures

Techniques for Building Shared Understanding

- Open communication
- Regular meetings
- Clarifying expectations
- Documentation
- Feedback systems
- Stakeholder engagement
- Vision statements
- Root cause discussions

Group Discussion Questions

1. What communication problems occur most often on construction sites?
2. Why do misunderstandings happen?
3. What makes someone a poor listener?
4. How can communication improve safety and productivity?

Team Exercise

"Blind Drawing Exercise"

One participant explains a drawing while another draws without seeing the original.

Learning Points

- Listening skills
- Clarity of communication
- Feedback importance
- Avoiding assumptions

SESSION 4: LEADERSHIP & SHARED PURPOSE

Duration

2.5 Hours

SESSION Purpose

To strengthen leadership, ownership, accountability, and motivation across all staff levels.

Learning Objectives

Participants will:

- Understand leadership principles
- Promote shared organizational goals
- Improve accountability and ownership
- Strengthen motivation and teamwork

Topic 1: Understanding Leadership

Definition

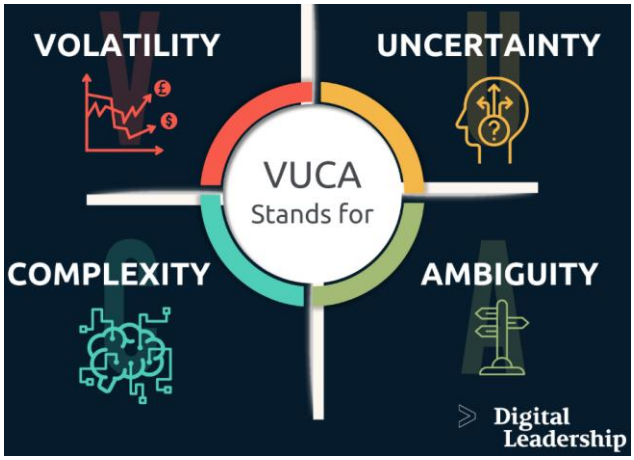
Leadership is the ability to influence, guide, and motivate people toward achieving common goals. Leadership is not only for managers. Every employee can demonstrate leadership through responsibility, communication, teamwork, and problem-solving.

The result of an effective leader is a highly engaged, empowered, and high-performing team that consistently achieves shared goals. Rather than simply managing tasks, great leadership fosters a positive workplace culture, drives measurable business success, and creates an adaptable, resilient organization.

The tangible results of effective leadership include:

- **Increased Productivity & Profitability:** High-engagement teams led by effective leaders see significantly lower turnover and much higher profitability.
- **Empowered & Motivated Workforce:** Employees feel valued and enthusiastic about the future, unlocking their potential and inspiring them to go above and beyond.
- **Stronger Organizational Culture:** Leaders establish standards for workplace values, transparent communication, and unselfish collaboration.
- **Enhanced Innovation:** By embracing diverse ideas and giving teams the freedom to make decisions, leaders foster an adaptable workplace

Leadership demands undergoing a transformation more rapidly than ever before, and the traditional approaches are no longer effective. To understand and identify the specific nature of the challenges VUCA framework is one of the tools. It represents Volatility, Uncertainty, Complexity, and Ambiguity, highlighting a rapidly changing world that calls for flexible and adaptive leadership. Leaders must think fast, act decisively, and stay resilient under pressure. Success depends on learning, agility, and clear decision-making to thrive amid constant change.



Characteristics of Effective Leaders

- Integrity
- Accountability
- Communication skills
- Problem-solving ability
- Emotional control

- Respect for others
- Decision-making ability
- Team support

Topic 2: Shared Purpose and Vision

Definition

A shared purpose is a common understanding of what the organization wants to achieve and why employees' contributions matter.
Shared purpose is the driving force that aligns a team, transforms individual efforts into collective impact, and fuels resilience during challenges. It shifts the focus from a transactional mindset—working just for a paycheck—to a mission-driven environment where creativity flourishes and team members feel genuinely empowered

> This famous exchange is widely cited as a classic lesson in leadership and employee engagement. Instead of just viewing his daily tasks as sweeping floors, the janitor saw his contribution as an essential part of the massive Apollo mission. By providing a clean, distraction-free environment, he knew he was empowering engineers and scientists to focus on the ultimate goal
>
> When President John F. Kennedy visited the NASA space center in 1962, he encountered a janitor carrying a broom. When JFK asked what he was doing, the janitor famously replied: **"I'm helping put a man on the moon."**

When employees understand the company's goals, they become more motivated and committed.

Benefits of Shared Purpose

- Better teamwork
- Reduced conflict
- Increased motivation
- Improved coordination
- Better decision-making
- Stronger accountability

Topic 3: Employee Empowerment

Definition

Empowerment means giving employees responsibility, trust, support, and opportunities to contribute ideas and decisions.

Benefits of Empowerment

- Increases motivation
- Encourages ownership
- Improves innovation
- Strengthens teamwork
- Improves productivity

Group Discussion Questions

1. What makes a good construction leader?
2. How can leaders build trust?
3. Why do employees avoid accountability?
4. How can supervisors motivate workers?

Reflection Exercise

"Leadership Reflection"

Participants assess:

- How do I influence others?
- Do I encourage teamwork?
- How can I improve as a leader?

Team Activity

"Bridge Construction Challenge"

Teams build a bridge using limited materials.

Learning Points

- Shared vision
- Leadership
- Planning

- Cooperation
- Resource management

Why This Challenge Works

- Fosters Communication: Team members must actively listen and share ideas without speaking over one another.
- Encourages Resource Management: Teams must budget time and wisely utilize their limited building supplies.
- Promotes Creative Problem Solving: Forces groups to design structurally sound frameworks.
- Builds Trust: Requires relying on colleagues' unique skills, whether that's in design, architecture, or project management

Instruction for the excursive

- Set the Stage: Divide the room into teams of 4-6 people. Outline clear parameters (e.g., the bridge must span a 30cm gap).
- Resource Allocation: Provide each team with the same exact materials (e.g., 50 straws, 1 roll of tape). You can also introduce a "budget" where teams can purchase extra materials using points or play money.
- Design & Construction: Start a timer (usually 20–45 minutes). Emphasize that planning must come before cutting.
- The Finale: Test each bridge. Use coins, books, or small weights to stress-test the structure until it collapses to see which team built the strongest model.
- Debrief: Discuss how the team handled setbacks, divided responsibilities, and communicated during high-pressure moments

SESSION 5: PERFORMANCE MANAGEMENT & ACCOUNTABILITY

Duration

2.5 Hours

SESSION Purpose

To help participants understand performance expectations, accountability systems, monitoring methods, and continuous improvement.

Learning Objectives

Participants will:

- Understand performance management concepts
- Identify workplace performance indicators
- Improve accountability and reporting
- Promote continuous improvement

Topic 1: Understanding Performance Management

Definition

Performance management is the process of planning, monitoring, evaluating, and improving employee and organizational performance. It ensures that employees and departments contribute effectively toward organizational goals.

Why Performance Management Matters

- Improves productivity
- Detects problems early
- Strengthens accountability
- Improves work quality
- Supports company goals
- Encourages continuous improvement

Topic 2: Performance Monitoring

Definition

Performance monitoring is the process of tracking work progress, quality, efficiency, and results.

Areas That Can Be Monitored

- Attendance
- Timeliness
- Work quality
- Material usage
- Safety compliance
- Team cooperation
- Customer satisfaction
- Reporting quality

Topic 3: Performance Management Cycle

Step 1: Set Expectations

- Define responsibilities, deadlines, and standards.

Step 2: Monitor Progress

- Track performance regularly.

Step 3: Provide Feedback

- Discuss strengths and improvement areas.

Step 4: Support Improvement

- Provide guidance, coaching, and resources.

Fig Performance Management Cycle

Step 5: Evaluate Results

- Measure outcomes and identify lessons learned.

Topic 4: Accountability and Reporting

Good performance systems require:

- Clear responsibilities
- Timely reporting
- Follow-up systems
- Honest communication
- Data-based decision-making

Group Discussion Questions

1. What causes poor workplace performance?
2. Why is accountability important?
3. What should supervisors monitor regularly?
4. How can feedback improve performance?

Reflection Exercise

"My Performance Contribution"

Participants reflect:

- Do I complete tasks on time?
- How do I respond to feedback?
- What performance habits should I improve?

Team Exercise

"Performance Problem Analysis"

Teams analyze a delayed construction project caused by:

- Material shortages
- Late attendance
- Poor reporting
- Weak supervision

Learning Points

- Root cause analysis
- Accountability
- Monitoring systems
- Corrective action planning

Key Recommendations for Better Organizational Performance

1. Establish clear reporting lines and communication channels across all departments.
2. Develop standardized operating procedures (SOPs) for major workflows.
3. Introduce digital systems for project management, procurement, finance, and inventory management.
4. Conduct regular interdepartmental coordination meetings.
5. Strengthen performance monitoring using Key Performance Indicators (KPIs).
6. Improve staff capacity through regular technical, managerial, and safety training.
7. Enhance internal audit and compliance mechanisms.
8. Develop a centralized document management and reporting system.
9. Promote teamwork and collaborative problem-solving among departments.
10. Conduct periodic organizational performance reviews to identify gaps and improvement areas.

SESSION 6: CONFLICT MANAGEMENT & COLLABORATIVE RESOLUTION

Duration

3 Hours

SESSION Purpose

To help participants manage workplace conflicts professionally and constructively.

Learning Objectives

Participants will:

- Understand workplace conflict
- Identify causes of conflict
- Apply conflict resolution techniques
- Improve emotional control and collaboration

Topic 1: Understanding Conflict

Definition

Conflict occurs when individuals or groups disagree because of differences in ideas, interests, priorities, communication, or expectations.

Conflict is natural in workplaces and can either damage or improve teamwork depending on how it is managed.

Topic 2: Common Causes of Conflict

- Miscommunication
- Delayed work
- Lack of respect
- Resource shortages
- Personality differences
- Unclear responsibilities
- Cultural differences
- Competing priorities

Topic 3: Effects of Poor Conflict Management

- Reduced productivity
- Stress
- Poor teamwork
- Delays
- Employee frustration
- Unhealthy work environment

Topic 4: Conflict Resolution Approaches

Forcing

- One side dominates the decision.

Avoiding

- The conflict is ignored temporarily.

Accommodating

- One side gives up its interests to maintain harmony.

Compromising

- Both sides sacrifice something.

Collaborating

- Both sides work together to find win-win solutions.

Topic 5: Collaborative Conflict Resolution

Collaborative conflict resolution focuses on:

- Open communication
- Active listening
- Respect
- Understanding root causes
- Shared solutions
- Team participation

Group Discussion Questions

1. What conflicts occur most often on site?

2. Why do conflicts escalate?
3. Which conflict style do you use most often?
4. How can conflict become an opportunity for improvement?

Reflection Exercise

"My Conflict Behavior"

Participants reflect:

- How do I react during conflict?
- Do I listen or argue?
- How can I improve emotional control?

Role Play Exercise

"Engineer and Storekeeper Conflict"

This role-play scenario centers on a classic construction or manufacturing friction: an Engineer needing urgent materials to prevent project delays, and a Storekeeper strictly enforcing inventory control and documentation rules.

The Scenario

- The Project: A commercial renovation (or industrial maintenance) located near the Bole area in Addis Ababa.
- The Engineer: Needs 50 meters of specific high-grade copper cable and four breaker switches immediately. If these aren't installed by the afternoon, the subcontractor will leave, delaying the entire site schedule.
- The Storekeeper: Refuses to release the items because the Engineer submitted a standard handwritten note instead of the required, manager-approved electronic Material Requisition Form (MRF).
- The Conflict: Operational urgency vs. policy compliance.

The Roles & Objectives

Role 1: The Engineer

You are highly stressed about hitting project milestones. Your team is on standby, and time is money.

- **Your Goal:** Convince the Storekeeper to release the items *now* so work doesn't stop.
- **Your Strategy:** Explain the critical path of the project. Offer to sign a temporary release form or bring the completed official paperwork by the end of the day.

Role 2: The Storekeeper

You have strict audit and inventory responsibilities. Releasing stock without proper documentation could result in missing materials and accountability issues for you.

- **Your Goal:** Enforce the company's documentation policy. Do not release items without a valid, approved MRF.
- **Your Strategy:** Hold your ground, but be collaborative. Offer a compromise, such as calling the project manager yourself to get verbal approval while the Engineer processes the paperwork.

Role-Play Script (Example Dialogue)

Engineer: *(Walking into the site store, visibly stressed)* "Dawit! I need 50 meters of that high-grade copper cable and four of those 32A breakers. My guys are waiting on the second floor; we need to pull the cables by 11:00 AM or the whole team is standing down."

Storekeeper: *(Looking up calmly but firmly)* "Morning, Alex. I know you're in a rush, but I don't have a Material Requisition Form for this. You know the policy—I need an approved electronic or signed MRF before I can release anything from the inventory."

Engineer: "Come on, Dawit, we've worked together for months. You know I wouldn't ask if it wasn't an emergency. The project manager, Alemayehu, is out on a site visit and unreachable. If I stop work now, we miss today's milestone and incur penalty costs. Just give me the materials, and I'll get the paperwork to you by 2:00 PM."

Storekeeper: "Alex, I understand the pressure, but I can't bypass the system. Last month, we had an audit discrepancy because materials were released on promises of 'later paperwork.' If those cables go missing, it's my neck on the line. I want this project to succeed just as much as you do, but I need to follow the rules."

Engineer: "Are you seriously going to shut down my site over a piece of paper? This is holding up critical infrastructure!"

Storekeeper: "No, I'm not. Let's find a compromise. Can you draft a quick email with the item list right now and copy Alemayehu? As soon as he hits 'reply' with an approval, I will hand the materials over immediately. That protects both of us and keeps your team working."

Engineer: "Fine, I'll type out the email right now on my phone. Just have the cable measured and ready to go."

Storekeeper: "Deal. I'll measure it out now so you can take it the second that approval comes through."

Reflection & Debriefing

After running this dialogue (either with a partner or imagining both sides), answer the following questions to evaluate your performance:

1. **Did the Engineer avoid making it a personal attack?** *(Focusing on the project rather than the Storekeeper's strictness).*
2. **Did the Storekeeper show empathy to the Engineer's timeline?** *(Preventing a passive-aggressive "hard no" by offering a path to "yes").*

3. **Was the compromise sustainable?** *(Using email as a rapid, auditable approval bridges the gap between speed and compliance).*

Participants demonstrate:

- Poor conflict handling
- Effective collaborative resolution

Learning Points

- Active listening
- Respectful communication
- Problem-solving
- Emotional control

SESSION 7: PROBLEM-SOLVING & DECISION-MAKING

Duration

3 Hours

SESSION Purpose

To improve practical workplace problem-solving and decision-making skills.

Learning Objectives

Participants will:

- Analyze workplace problems systematically
- Apply practical decision-making methods
- Improve collaborative problem-solving
- Reduce repeated operational problems

Topic 1: Understanding Problem-Solving

Definition

Problem-solving is the process of identifying challenges, analyzing causes, generating solutions, and implementing corrective actions.

Effective Problem-Solving Requires

- Clear thinking
- Collaboration
- Root cause analysis
- Creativity
- Timely action

Topic 2: Root Cause Analysis

Definition

Root cause analysis identifies the underlying causes of workplace problems rather than only treating symptoms.

Common Methods

- 5 Whys Method
    - The **5 Whys Method** is an iterative root-cause analysis technique used to explore the cause-and-effect relationships underlying a specific problem. By repeatedly asking "Why?" (Typically five times), teams strip away surface symptoms to identify the fundamental systemic cause of an issue.
- Brainstorming
    - Brainstorming is a collaborative or individual technique used to generate, develop, and evaluate innovative ideas to solve a problem or explore new opportunities. It aims to push past obvious solutions by separating the act of idea generation from critical judgment
- Cause-and-Effect Analysis
    - Cause-and-Effect Analysis is a systematic problem-solving technique used to identify all potential and root causes of a specific problem or event. It helps teams move past superficial symptoms to understand why an issue occurs, allowing for permanent solutions

Topic 3: Decision-Making

Definition

Decision-making is the process of selecting the best solution among alternatives.

Importance of Good Decision-Making

- Improves productivity
- Reduces waste
- Supports project success
- Improves resource allocation
- Reduces risk

Topic 4: Decision-Making Approaches

Making good decisions consistently involves choosing options with the best chance of a favourable outcome. While using your intuition may help, applying a rational model of decision making can be more effective.

- Rational Decision-Making
    - The rational model of decision making uses logical steps to select the best possible solution by analyzing multiple alternatives and using credible data or facts to choose among options. Its purpose is to maximize the benefits and minimize the costs of decisions by being objective. The rational decision-making model is a precise process that many teams use when they have time to research solutions and discuss possible outcomes.
- Data-Driven Decision-Making
    - Data-driven decision-making (DDDM) is the process of utilizing metrics, facts, and analyzed insights to guide business strategies rather than relying purely on intuition, guesswork, or past experience. It minimizes risk by grounding choices in concrete evidence.
- Collaborative Decision-Making
    - Collaborative decision-making is a participatory process where a group pools knowledge and expertise to reach a shared conclusion. It leverages diverse perspectives to yield innovative solutions, reduces blind spots, and builds strong team buy-in, though it requires more time and planning than top-down approaches.
- Cost-Benefit Analysis
    - A cost-benefit analysis (CBA) is a structured, systematic process used to evaluate a decision, project, or policy by comparing its total expected costs against its anticipated benefits. It determines if a proposal is financially viable by calculating whether—and by how much—the benefits outweigh the costs

Topic 5: Challenges in Decision-Making

The decision-making process can pose interesting challenges to leaders. Within the world of organizations, challenges are commonly referred to as barriers in decision-making, or just barriers. There are six, distinct barriers to overcome.

When decisions are made within organizations, are all decisions rational in nature?

Not necessarily, as within leadership there are issues where the problem or right solution cannot be grasped.

- Time pressure
- Lack of information
- Emotional reactions
- Conflicting interests

- Resistance to change
- Cognitive bias

Group Discussion Questions

1. Why do workplace problems repeat?
2. What causes poor decisions?
3. Why is collaboration important in decision-making?

Team Exercise

"Construction Crisis Simulation"

Instruction

- Participants are divided into small teams representing a construction project management unit. Each team receives a crisis scenario affecting an active construction site. Teams must analyze the situation, prioritize actions, assign responsibilities, and present their response plan.

Teams solve scenarios involving:

- Equipment breakdown

Scenario 1: Equipment Breakdown

Situation

A critical excavator breaks down during foundation excavation. The project is already behind schedule, and concrete pouring is planned within two days.

Challenges

- Delay in excavation work
- Increased project cost
- Pressure from management
- Limited backup equipment availability

Team Tasks

1. Identify immediate actions to minimize delays.
2. Develop a communication plan for management and the client.
3. Suggest short-term and long-term solutions.
4. Identify risks if no action is taken.
5. Prepare a recovery schedule.

Discussion Questions

- Who should be informed first?
- Should work continue using alternative methods?

- How can future equipment failures be prevented?

Scenario 2: Material Shortage

Situation

The construction site runs out of cement and reinforcement bars due to supplier delays and transportation problems.

Challenges

- Work stoppage
- Contractor-client tension
- Labor idle time
- Risk of missing project deadlines

Team Tasks

1. Assess the impact on project activities.
2. Prioritize which work can continue.
3. Develop an emergency procurement strategy.
4. Negotiate with suppliers and stakeholders.
5. Prepare a contingency plan.

Discussion Questions

- What activities can continue without the missing materials?
- How can procurement planning be improved?
- How should the team communicate delays to the client?

Scenario 3: Safety Incident

Situation

A worker falls from scaffolding and sustains injuries. Work is immediately stopped by the safety authority pending investigation.

Challenges

- Medical emergency response
- Legal and compliance issues
- Worker morale and fear
- Media or public attention

Team Tasks

1. Describe the immediate emergency response.
2. Conduct a root cause analysis.
3. Develop corrective and preventive measures.
4. Prepare an incident communication statement.
5. Recommend improvements to site safety practices.

Discussion Questions

- What safety procedures failed?
- How should management handle the workforce after the incident?

- What documentation is required?

- Community complaints

Learning Points

- Team problem-solving
- Decision-making under pressure
- Collaboration
- Prioritization

Scenario 4: Community Complaints

Situation

Nearby residents complain about dust, noise, road blockage, and water interruptions caused by construction activities.

Challenges

- Community dissatisfaction
- Political pressure
- Risk of project suspension
- Damage to company reputation

Team Tasks

1. Identify key stakeholder concerns.
2. Develop a community engagement strategy.
3. Propose immediate mitigation measures.
4. Design a communication and grievance-handling plan.
5. Recommend long-term improvements.

Discussion Questions

- How should the company respond to angry residents?
- What preventive measures could reduce complaints?
- How can trust with the community be rebuilt?

SESSION 8: EMOTIONAL INTELLIGENCE & WORKPLACE BEHAVIOR

Duration

2 Hours

SESSION Purpose

To improve emotional awareness, self-control, professionalism, and workplace relationships.

Learning Objectives

Participants will:

- Understand emotional intelligence
- Improve workplace relationships
- Manage stress and emotions
- Demonstrate professional behavior

Topic 1: Understanding Emotional Intelligence

Definition

Emotional intelligence is the ability to understand, manage, and control emotions while interacting positively with others.

Components of Emotional Intelligence

- Self-Awareness
  - Understanding personal emotions and reactions.
- Self-Control
  - Managing emotions during pressure or conflict.
- Empathy
  - Understanding other people's feelings and perspectives.
- Relationship Management
  - Building positive workplace relationships.

Topic 2: Workplace Stress Management

Common Causes of Stress in Construction

- Tight deadlines
- Long working hours
- Safety risks
- Work pressure
- Conflict
- Poor communication

Healthy Stress Management Practices

- Time management
- Team support
- Open communication
- Rest and recovery

- Positive thinking

Emotional Resilience under Pressure

Emotionally resilient employees:

- Stay calm during challenges
- Adapt to change
- Recover from setbacks
- Support teammates
- Remain solution-oriented

Topic 3: Professional Workplace Behavior.

Professional workplace behavior refers to the shared standards, attitudes, and ethical practices that guide how you interact, communicate, and conduct yourself at work. It demonstrates your reliability, competence, and respect for colleagues, ensuring a collaborative and productive environment.

Professional behavior includes:

- Respect
- Discipline
- Punctuality
- Honesty
- Responsibility
- Cooperation

Group Discussion Questions

1. What causes stress in construction workplaces?
2. How do emotions affect teamwork?
3. What behaviors damage professional relationships?
4. How can emotional intelligence improve leadership?

SESSION 9: BUILDING HIGH-PERFORMANCE CONSTRUCTION TEAMS

Duration

2.5 Hours

SESSION Purpose

To strengthen coordination, productivity, accountability, and collaboration within construction teams.

Learning Objectives

Participants will:

- Understand characteristics of high-performing teams
- Improve coordination and collaboration
- Strengthen project delivery performance
- Promote safety and productivity culture

Topic 1: Characteristics of High-Performance Teams

One of the most demanding aspects of management within the construction industry is building and leading an effective project team. Construction projects are temporary, complex, multidisciplinary, and often delivered under intense pressure relating to time, cost, quality, safety, and stakeholder expectations. Unlike permanent organizational teams, construction project teams are assembled for a specific purpose and duration, bringing together individuals from diverse professional, technical, and cultural backgrounds.

The success or failure of a construction project is therefore heavily influenced by the quality of the project team, the leadership provided, and the systems established to enable collaboration and performance.

High-performing teams demonstrate:

- Strong communication
- Shared goals
- Accountability
- Trust
- Collaboration
- Problem-solving ability
- Continuous improvement

Topic 2: Coordination in Construction Projects

Coordination in construction projects is the process of organizing people, activities, resources, and communication to ensure that all project tasks are completed efficiently, safely, and on schedule.

- Clients
- Consultants
- Contractors
- Site supervisors
- Engineers
- Procurement teams
- Finance departments

Importance of Coordination

Good coordination:

- Improves teamwork and communication
- Reduces delays and conflicts
- Ensures efficient use of resources
- Enhances safety and quality of work
- Helps projects stay within budget and schedule
- Improves decision-making and problem-solving

Getting the Team Working Effectively

Important Actions

- Align project and team objectives
- Define clear roles and responsibilities
- Establish reporting and communication systems
- Encourage collaboration and accountability
- Provide training and continuous support

Topic 3: Safety and Teamwork

Strong teamwork improves:

- Safety communication
- Hazard reporting
- Compliance with procedures
- Incident prevention

Topic 4: Continuous Improvement Culture

Continuous improvement means regularly evaluating performance and identifying ways to improve.

Organizations that encourage learning and feedback achieve better long-term performance.

Group Discussion Questions

1. What causes poor coordination in construction projects?
2. How can teamwork improve safety?
3. What prevents teams from achieving high performance?
4. How can organizations build continuous improvement culture?

SESSION 10: ACTION PLANNING & COMMITMENT

Duration

1.5 Hours

SESSION Purpose

To help participants translate training lessons into workplace actions and long-term improvement commitments.

Learning Objectives

Participants will:

- Develop personal improvement commitments
- Create team action plans
- Strengthen accountability and follow-up

Topic 1: Personal Action Planning

Participants identify:

- Behaviors to improve
- Communication habits to strengthen
- Leadership actions to implement
- Teamwork improvements

Topic 2: Team Improvement Planning

Teams develop:

- Team values
- Communication guidelines
- Accountability rules
- Conflict management principles
- Performance improvement actions

Topic 3: Continuous Learning and Improvement

Organizations improve when employees:

- Learn continuously
- Share experiences
- Accept feedback
- Reflect on lessons learned
- Support organizational change

Reflection Exercise

"My Commitment Statement"

Participants complete:

- One behavior I will stop
- One behavior I will improve
- One action I will implement immediately

🎯 FINAL CLOSING MESSAGES

- Strong teams build strong projects.
- Communication reduces conflict and delays.
- Accountability improves performance.
- Leadership exists at every level.
- Teamwork improves safety, productivity, and quality.
- Continuous improvement creates organizational success.

Suggested Training Theme

"Building People to Build Better Construction Projects"