



Identifying the Strategies of Changing Our Management and Our Ways of Thinking in Sustainable Development in Construction

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ABSTRACT

Significant obstacles are currently affecting the manufacturing processes in the building industry. Numerous luminaries in academia, including Albert Einstein, have emphasized the significance of new ways of thinking in order to address or circumvent enduring problems. In this essay, I offer several tactics that managers should use to more effectively work toward the sustainability of the construction industry in order to address the major issues facing the planet. The following are the suggested tactics: Greater collaboration and integration between corporate construction businesses, public sector organizations, and the development sector; increased risk-taking with a view to sustainability in the construction industry; application of the adaptive management concept; ongoing assessment of stakeholder feedback regarding the organization's construction business functionality; and optimization of our construction business management models.

Keywords: New Strategies, Adaptive Management, Taking Risks, Sustainable Development

1. Introduction

The first remedy a company can use to capture the spirit of creative thinking is to increase participation and integration between public government, corporate construction firms, and development sectors. The population increase may be used as an example to put this into better perspective. Bush (2003) asserts that the fast population expansion in large nations like China and India has led to a very high proportion of low- and middle-income class households. However, owing to a lack of efficient communication, the majority of governments and construction industry organizations worldwide have failed to address the main problem of overpopulation. Beginning to jointly ask questions will improve communication between governmental and commercial construction companies, claims Kapferer (2012). When applying this to the fast growth dilemma, careful consideration should be given to the question of where the world's population can realistically get its energy needs as well as the best way to manage the greenhouse gas emissions that will inevitably result. In addition, many sustainability experts now hold that there is no active strategy that addresses the effects of fast development on the economic position of and expansion by governments, with the majority of their plans being mitigation-only strategies (Caldwell, 2006). Should businesses include these issues in their business planning for building, knowing these difficulties? Some could argue that population expansion is bad for the environment and that governments should drastically slow it down. Hoyle (2017) asserts that sustainability is the new organization-dominating notion in the field of construction, which means that expansion is an impediment to the development of sustainable strategies and innovations. For instance, if the government and the construction industry don't work together to address the problem of fast expansion, it may result in harsh regulatory measures that will cost all stakeholders money and undermine the long-term viability of the industry. One such strategy is leveraging the idea of a fee to lower greenhouse gas emissions and prevent sea level rise. According to the majority of economic research, this taxation idea would result in stakeholders losing their capital investments both now and likely every year for at least the next fifty years (Drucker, 2012). Many may argue that population expansion cannot serve as the foundation of an organization engaged in the building industry if other stakeholders believe it to be unsustainable. This might be a really difficult problem with many facets, one without a real solutions as of yet (Domingues et al., 2016). To better comprehend the costs of aggressive and reactive responses to global sustainability concerns in comparison to the costs of mitigation techniques, this challenge should be seen in the perspective of the expansion and development of the building industry. One major research report from the United Nations Intergovernmental Panel on Climate Change (IPCC), according to Cheng (2013), predicts a rise of roughly 2-3 degrees Celsius in 118. Sustainable Development in Construction: Changing Our Management, Changing Our Thoughts, Ghanim Kashwani Global temperatures will rise over the next 50 years, followed by much more severe environmental issues. Over those 50 years, tackling that increase via taxes and mitigation measures is anticipated to slow total economic growth by approximately 1% annually. As a result, it can be said that, using the "collaborative" strategy through governmental engagement with the construction business sectors, the earth may end up being significantly wealthier with natural resources in 50 years' time compared to the results of reactive procedures like taxing strategies. Also contributing to economic growth and bringing about significant new products and their solutions are public government engagement and integration with corporate construction businesses and development sectors. These developments have the potential to address a variety of global sustainability challenges.

2. Second Approach

Moving on to the significance of taking risks as a second method to develop novel management paradigms, some management academics (Kaplan, 1998) contend that taking risks is the first indication of entrepreneurial differentiation. One may say, for instance, that an entrepreneur is someone who takes on the risk of a building company organization. In order to execute green building enterprises in the industrial sector, there aren't enough risk-takers. Regarding the oil and gas sector, I can concur that many top management decision-makers lack the entrepreneurial spirit when it comes to taking chances and putting innovative ideas, like green earth technology, into practice. Rebelo et al. (2016) claim that failure is the greatest impediment to taking risks, which is why most managers prefer to remain in their comfort zones and maintain the status quo in the construction industry as long as the company continues to turn a profit. According to the authors, managers who are unwilling to take chances in their construction businesses often choose quick, direct, and individual gains in the form of leadership positions inside the company over long-term strategic advantages for the company. This lopsided preference may result from a variety of environmental or cultural factors that influence risk-taking behavior and prevent the majority of top managers from now confronting global challenges like unsustainable consumption. In addition, Rebelo et al. (2016) assert that taking risks is the initial step for the majority of managers when coming up with fresh ideas for sustainable building businesses in industrial sectors. This view is supported by Gmelin and Seuring (2014), who emphasize the value of entrepreneurial/risk-taking behavior in the field of management. For instance, they suggest that managers in construction industry companies may differ in their propensity to take risks. For example, managers who have been in the same position for a long time—20 years or more—typically do not take a chance when adopting new strategies and fail to take into account the present situational elements, such as the growth of a sustainable service economy. This management mindset may be linked to overconfident behavior, which might result in significant financial losses for the company. Stacey (2012) asserts that when a corporation exhibits this sort of non-risk-taking behavior, it often makes unrealistic assumptions about its consumers. An extremely audacious example may be what transpired with the Nokia Corporation. Contrary to their contemporaries, the author contends that, e.g. Simply said, Apple and Nokia did not take enough risks by increasing their research and development spending in order to better understand and anticipate the needs of their consumers. Stacey (2012) asserts that if an organization in the industrial sector does not take into account the sustainable needs and expectations of all stakeholders, this might occur. The author came to the conclusion that companies in the construction industry with a fear of taking risks would find themselves in a very challenging situation if they didn't deploy a timely transformational reaction that was required in the sustainable market.

3. Third Approach

According to Stacey (2009), the third strategy, the challenges civilization is currently facing are different from those it has previously faced because more people are being impacted. Our primary concerns regarding the exploitation of planetary resources are now global, and they can be resolved by creating new management options. The Adaptive Management philosophy is what causes this (Kashwani et al., 2019). According to several management academics (Allen et al., 2017), adaptive management is a technique for managing natural resources that emphasizes knowledge development via administration from the standpoint that information is insufficient and most of our reasoning is flawed. Fortunately, adaptive management has a well-defined plan that takes into account the clarity of the goals, objectives, and procedures of the building industry while collecting data for evaluation. As Allen et al. point out, many management experts think that adaptive management has developed as a concept but still has a ways to go before it can be applied to sustainability and management leadership. This is because experimental techniques, which are closely related to learning by doing, are lacking. One may see how many managers, who have a static mindset, refuse to invest in or make uncommon or hazardous choices because of social and ecological norms, as one example of how to connect the adaptive management idea with the risk-taking approach. This mindset arises from a misinterpretation of the adaptive management idea. For instance, researchers like Hitt et al. (2016) stress that managers in the construction industry should be aware that adaptive management is not a panacea for the functionality and operational issues that will always exist in the industry. But the goal of adaptive management is to find better ways to address the problems with natural resource management, which are at the heart of the global sustainability issues. According to the authors, there will be some uncertainties when using adaptive management, but managers must still make choices using new ways of thinking that include information and learning into the management process. Even though the value of adaptive management is obvious, some managers may wonder how it may help with sustainability issues or the Sustainable Development Goals (SDGs).

There are some extremely significant problems facing the earth right now that might endanger the existence of several species, including humans. For instance, the management of the world's resources, which is also the cause of a number of sustainability concerns, is strongly linked to our major ecological problems. These difficulties include things like water shortages, sea level rise, and temperature increases. Stacey (2012) asserts that adaptive management may help lessen the detrimental effects of important man-made problems brought on by global changes. The following solution that adaptive management may provide should include the pertinent elements: By enforcing clear laws, industrial organizations' involvement in exploiting natural resources can be strengthened in order to counteract habitat loss and degradation. According to the author, managers in industrial organizations must generally adapt to the needs of the green market for sustainability. It may not be possible to avoid the need for management adjustment toward sustainability, yet it may be frustrating. The goal of reinforcing learning techniques in adaptive management, according to McManus et al. (2007), is to lower the costs of adaptation and to enable modification processes to be more realistically successful in the market. The authors point out that learning is not the sole prerequisite for active adaptive management, stressing that this must be made clear. Managers in industrial organizations must be capable of using the information acquired to inform their management choices. Along with learning how to apply effective adaptive management, they also need to take into account the following steps: creating strategic road maps to address sustainability issues in their construction business functions, encouraging staff to be more creative and innovative, and collaborating more with the government to develop greener enabler policies (Mol and Birkinshaw, 2009).

4. Fourth Approach

The ongoing examination of stakeholder input about the organization's construction business functioning is the fourth technique in this study. Bush (2008) asserts that using feedback generally attempts to support the advancement of operational applications of the building business organizations. In other words, the input from the stakeholders may be an adaptive self- and auto-correction system inside the construction company organization. In addition to having a management component, such feedback, according to Bush, also includes the psycho-behavioural patterns that new management thinking strategies need to address sustainability concerns.

When the stakeholders submit information on construction company features that need immediate remedial action, feedback may play a significant role as a learning tool. Feedback may also serve as a catalyst for the group to tackle bigger global problems. For instance, feedback may assist the organization in gathering information to help the business create better goals with regard to sustainability standards. Feedback encourages managers to adopt fresh ways of thinking and acting, enabling them to strike a balance between the requirements of stakeholders and the performance of the construction industry. Maguire and McKelvey (1999) similarly discuss these constructive management features of feedback in support of this claim. According to them, the main advantage of feedback is the awareness of how businesses may manage issues related to human behavior; with feedback, they can come up with creative solutions to tackle such difficulties. Feedback may thus be utilized to motivate future operational improvement.

Furthermore, according to Chiapello and Fairclough (2002), feedback may be crucial in establishing a positive workplace culture, which can aid managers and leaders in reaching wiser judgments. Feedback provides top management with facts and evidence based on research on how the construction industry is functioning in relation to other criteria. Examples of this information would include the prevailing social and cultural norms and how they affect the organization's internal delivery system for the construction industry as well as employee performance and managerial choices (Kashwani, 2019). Supportive criticism also categorizes the criteria that must be addressed to advance effectively in terms of having strong assets and resources to meet future issues like sustainability. This is important in the context of foresight. The authors claim that feedback lets a company know what its employees need. Given my background as a civil engineer working in the oil and gas sector, I can vouch for the accuracy of this assertion. For instance, all management made a concerted effort to update the protocols and obtain new safety equipment when the incidence of safety incidents at a building site sharply rose. The lack of basic welfare, such as suitable housing and salary, was shown to be the controlling element behind the subpar safety performance after researching the end-users' comments on the causes of these incidents. Thus, it can be concluded that feedback improves organizational performance by giving managers a clear understanding of how to diagnose the problems their company is experiencing. Beare et al. (2018) contend that managers in the industrial sectors need to adopt new ways of thinking and recognize how feedback may be incorporated, integrated, and linked to other organizational management components. According to the author, this mechanism for understanding can give management more clarity to address market and global challenges like sustainable consumption and the circular economy. The authors conclude their study by urging management researchers to further investigate how feedback may help form a new stage of management practice in light of the current difficulties.

5. Fifth Approach

The sixth tactic focuses on incorporating optimization in management models for the construction industry. Only via optimization can optimization be redefined in management, claim Bartlett and Ghoshal (1997). The authors contend that more resource optimization is necessary for dynamic management. In general, optimization has the capacity to establish a construction business model that can envisage effective employee development and handle significant worldwide difficulties. However, a lot of senior management in many industrial firms has failed to execute resource optimization efficiently. Many sustainability experts claim (Mitchelmore and Rowley, 2010) that the majority of these industrial building companies lack appropriate capability in the first resource selection phase of optimization. For instance, operational performance and delivery are often used by corporations as the primary criterion for selection. However, the difficulties of global sustainability are not any more effectively addressed by this approach. According to management experts like Paraskevas (2006), the primary criterion for resource selection should be the creation of a shared value and influence toward stakeholders. According to the author, in order to support new thought processes and, as a result, new outputs, it is crucial to take into account all the internal and external elements involved with resource selection and optimization. According to Hoyle (2017), expecting rapid rewards is one of the outdated ways of thinking that most managers in their firm still use. For example, optimization is a tactic that just requires time to realize its own advantages. If management has the patience to include long-term objectives in their optimization strategy, the plan will undoubtedly fail. Singh (2008) emphasizes this difficulty by pointing out the managers' lack of training. Hitt et al. (2016)'s explanation that most managers are not completely aware of or prepared to employ the optimization, which should begin with analyzing the shortcomings and strengths of the basic functioning of the construction firm, provides evidence in support of this claim. Before implementing resource management optimization, managers must be taught how to undertake SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. This will assist the managers in gaining a broader perspective and a more comprehensive understanding of their management strategies. Additionally, Hitt et al. (2016) contend that due to its influence on the optimization process, managers should utilize SWOT analysis to assess staff performance. The performance of employees, according to the authors, is closely related to the execution of a solid optimization strategy. One possible explanation for poor optimization is that many managers dislike doing SWOT analyses to assess their own performance and reveal their flaws, such as bad communication skills. Based on my personal job experience, where I saw that most managers in the industrial sector try to present a positive image, I can agree with this assertion. Self-image that is excellent. For instance, because of their own limited and outdated knowledge of technology in general, many managers did not know how to order or manage the new sophisticated high-tech machines when my previous organization in the oil and gas industry decided to optimize their resources in the drilling process. I really saw many managers place unnecessary and supplementary machine orders that were expensive for the company and added nothing to the optimization process.

6. Conclusions

In conclusion, I wholeheartedly agree with the adage that we cannot approach issues in the same manner that we approached them. Since there is a clear relationship between the two, as has been shown in this article, we must group management difficulties with global challenges when discussing them. It is difficult to locate a construction company organization that does not have sustainability or environmental policies in place, according to Bernardo et al. (2015), however these steps alone are insufficient. The management philosophy should be changed often to reflect the demands and desires of the stakeholders as the primary source of change. In order to create and maintain creative management practices that can accept new management tools and processes, McCauley et al. (2004) underline the critical role of leadership. According to the authors, organizations that continue to think in the same ways are more likely to remain in their comfort zones. Senior workers would find it difficult to embrace new ideas that may aid in addressing global difficulties in the absence of daring and visible leadership.

I believe that in order to make it possible to execute a new management scheme, we need to have greater awareness. Once we do, we will have better alternatives and, finally, better outcomes. For instance, as the SDGs' visibility grew, more top managements in various construction company organizations began to match their goals with the SDGs (Ketokivi and McIntosh, 2017). This is what we need in our management system, where the five tactics discussed in this article may help to increase awareness of the need for new management concepts while also offering some suggestions for fresh methods and strategies. Strategies may still give a crucial and fundamental road map to foster fresh and inventive thinking inside our businesses to address our global concerns, even if they cannot be the final answer to all traits associated to traditional management thinking.

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