

# The importance of effective communication in construction construction essay

[Business](#)



## **Introduction**

Civil technology plants are non merely the edifice of constructions, but they provide a liveable and safe environment for society.

To do it all work, the subjects involved must be in changeless communicating. They can non work in isolation and must pass on with other civil applied scientists and professions and besides be able to pass on with society. When communicating fails it will hold a negative consequence on the plants.

## **Specifying communicating**

In the Oxford Dictionary the word ‘ communication ’ is defined as “ to portion or exchange information ” , and the word ‘ effective ’ is defined as “ bring forth an intended consequence ” .

For a civil undertaking, effectual communicating can be defined as ‘ communication between inter-disciplines, which produces a construction that is designed to be safe, serviceable and economic, and constructed to be on budget, clip and to the client ‘ s satisfaction ’ . In order for communicating to be effectual a common linguistic communication must be used which is understood good by the assorted subjects. In communicating between two parties, there are four cardinal constituents involved<sup>1</sup>, which is illustrated by Fig 1. 1. Information

## Receiver

## Sender

ChannelsMediumFeedbackFig 1. 1 Key constituents of communicating

( Adapted from Payne, A.

C, Chelsom J. V and Reavill L. R. P. ( 1996 ) , Management for

Engineers )Sender: individual with informationReceiver: individual to whom

information is directedMedium ( nature of information ) : words ( written and spoken ) , drawings, figures, symbols, codifications, graphs, diagrams,

charts, etcChannel ( method of passing information ) : meetings, paperss, electronic mail, telephone, picture nexus, projector slides, etcFor

communicating to be effectual, information should flux in both waies

because the receiving system may non be listening to or reading what is

being communicated. There must be a response from them to cognize that

the individual has both received the message and understood it2.

## The nature of Civil Engineering plants

Compared with merchandises manufactured in mills, where most if non all

the design and production phases are carried out by a individual company

and the terminal merchandises are the same, civil technology plants are

manufactured on site with a figure of different subjects involved in the

procedure at different phases of design and building. These plants are ever

made to the client ' s specifications, doing them alone for each undertaking.

With so many different disciplines3 involved, there is an of import demand

for effectual communicating between them for any undertaking to be

successful. For illustration, the client must pass on their demands to the adviser applied scientists.

The adviser applied scientists must understand the client ' s demands and construe them into a design. Then, one time the programs have been developed and a command has been taken, the contractor must understand the programs and pass on the programs to the sub-contractors.

## **The importance of effectual communicating during civil plants**

As said by Peter Rogers " How many undertakings go incorrect because person has a vision at the top and the people beneath destruct it because they either do non believe in what is being created or the aspiration has non been communicated to them? " 4Effective communicating is a agency to an terminal, which is basically a undertaking delivered on clip, on budget and to an agreed quality. So, where there is a dislocation in communicating the antonym is likely to happen. In the UK this has left a bad repute of the building industry with the client and as has lead to an addition in differences with many of instances stoping up in tribunal. In 1992 this increasing tendency prompted the Conservative authorities to delegate Sir Michael Latham, a former MP with experience of the building industry to look into. In 1994 he published his study called ' Constructing the Team'5.

One of the recommendations he made was the demand for improved team-working, which highlights a demand for improved communicating between squad members. A few old ages subsequently when the Labour authorities came into office in 1997 they set up ' The Construction Task Force ' . It was

made up of a squad of 10s industry clients<sup>6</sup> who were to rede on ways of bettering the quality and efficiency of housebuilding. They mentioned seeing the industry “ typically covering with the undertaking procedure as a series of consecutive and mostly separate operations undertaken by single interior decorators.

.. ” 7. In 1998 the Construction Task Force presented their study ( normally known as The Egan Report ) . Based on their findings they recommended five cardinal alterations that were needed for betterment in the building industry<sup>9</sup>: Committed leadingA focal point on the clientIntegrated procedures and squadsA quality driven docketCommittedness to peopleIt can be seen from their recommendations that a important component for any of them to be successful is the ability to pass on and listen efficaciously and although the Task Force looked specifically at housebuilding, their findings can be applied to civil plants every bit good.

It has been over 10 old ages ( presently 2009 ) since the Construction Task Force ‘ s recommendations. Looking at the public presentation of the building industry in last 5 old ages, it can be seen that there has been betterment but a batch is still needed. A sum-up of the public presentation of the building industry from 2004 to 2008 is shown in Table 1. 1. Client merchandise satisfaction has been at 80 % or above for the last five old ages, but this besides means that 1 in 5 clients have non been largely satisfied with the concluding result of their undertaking. Besides the figures for defects last twelvemonth show that about one tierce of defects had a negative impact on the client.

## **Performance ( % )**

### **Measure**

**2004**

**2005**

**2006**

**2007**

**2008**

### **Client satisfaction – Merchandise**

% hitting 8/10 or better. 1 = wholly dissatisfied 10 = Totally  
satisfied 8083848283

### **Client satisfaction – Service**

% hitting 8/10 or better 1 = wholly dissatisfied 10 = Totally  
satisfied 7477797577

### **Defects**

% hitting 8/10 or better 1 = wholly faulty 10 = faulty free 6872777373

### **Cost Predictability – Design**

% on cost or better 6263666465

### **Cost Predictability – Construction**

% on cost or better 4948444948

### **Cost Predictability – Undertaking**

% on cost or better 5048454649

## **Time Predictability – Design**

% on clip or better5552575858

## **Time Predictability – Construction**

% on clip or better6062606558

## **Time Predictability – Undertaking**

% on clip or better4446445845Table 1. 1 Performance of the building industry from 2004 to 2008 ( adapted from Construction Statistics Annual No. 9 ) .

## **Case Study 1: Wembley Stadium**

The Wembley bowl undertaking is an illustration of how clients, contractors and sub-contractors can fall out due to hapless communicating or the deficiency thereof, which can do the undertaking to travel over budget and clip. The client who is Wembley National Stadium Ltd originally selected Bovis Lend Lease and Multiplex to both design and build the bowl, but dialogues broke down over costs.

Multiplex so independently offered a cheaper stamp to the client for a fixed monetary value of ? 326 million, which in September 2000 was accepted by the client<sup>10</sup>. However, the monetary value bit by bit increased to ? 445 million after elaborate specifications were made. Bovis believed the client had broken the populace sector procurance guidelines and that the undertaking should hold been retendered.

The authorities commissioned a study to look into the issue and concluded that retendering would hold harmed the undertaking even further in regard

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to clip and money and believed it was non practical to hold retendered. But the study besides stated that the client: Failed to follow a formal procurement procedure, including making proper certification Carried out two procurement procedures at the same clip, doing it hard to hold competency procurement Had meetings and conversations with Multiplex before a formal procurement procedure There were besides other jobs. Multiplex complained that the client had made 600 design alterations to the contract and there were differences such as the definition of practical completion. There were holds with the raising into place of the arch. Multiplex said that the holds and other problems were the consequence of the subcontractor Cleveland Bridge ' s late and faulty design of fiction work.

Cleveland Bridge said that the holds and other problems were because of excessively many fluctuations or the late supply of information by Multiplex or by the structural applied scientist, Mott MacDonald Limited.

## **Case study 2: Heathrow Airport Terminal 5**

On 27 March 2008 BAA opened Terminal 5 after six old ages of work, bing ? 4. 3 billion. The undertaking was a success in footings of being built on clip and within budget. However, on the first twenty-four hours of opening there were jobs with the luggage system. The luggage system failed and so over 23, 000 pieces of baggage needed to be sorted manually.

At a imperativeness conference merely two hebdomads earlier, BAA ' s scheme manager said “ We have a first luggage system that is traveling to work absolutely on twenty-four hours one ” . An probe into why these jobs occurred was undertaken by the House of Commons Transport commission.

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They found that most of these jobs were caused two chief factors:

Insufficient communicating between proprietor and operator, and Poor staff preparation and system proving

During their enquiry the national secretary for air power, told the commission: " members and store stewards locally had been raising concerns both within BAA and BA for a considerable period in relation to the gap of Terminal 5 " , but that " no consideration was given to the response from the trade brotherhood side " . 11 A store steward working for BAA said that brotherhood representatives: " a^| said to the company that the manner it was traveling would non work. Based on our ain experience holding worked there for old ages no engineering can take that off. a^|we said that they must listen to what we said and do it this manner, but we were told that, no, it was a state-of-the-art edifice and everything would work and be all right " . 12 The Chief executive of Heathrow BAA said that if he could rewind clip, he " would concentrate resolutely and unfalteringly on maintaining British Air passages and BAA in the same room tightly together " . 13

## **Methods to accomplish effectual communicating**

Harmonizing to research carried out by Court, Culley and McMahon<sup>14</sup>, the method of communicating has an consequence on the profusion of the information received and processed.

Table 1. 2 shows the assorted methods of communicating and the degrees of profusion of each. Method Communication Profusion Example Face-to-face Highest Meetings Telephone High Telephone Written, personal Moderate Electronic mails Written, formal Low Documents Numeric

formatLowestComputer end productTable 1. 2 methods & A ; profusion of communicating ( Adapted from Court AW, Culley SJ and McMahon CA. ( 1997 ) ) . Table 1. 2 shows that the best method of communicating is verbal, such as in meetings. With verbal communicating immediate feedback is received.

Information flows in both waies and new issues may be introduced by either party. Meetings are an indispensable portion of effectual teamwork and are likely the most of import clip where interior decorators and builders work together. They can be said to hold two chief maps: A societal intent - where squad members become familiar with one another and one another ' s ways of working, A concern purpose - for pass oning information and holding actions. For meetings to be successful each must take clip to listen to the other, and take biass. We are all persons and hold our ain ways of working and pass oning with others. What is needed is the desire to pass on and the passion to construct something that is good.

By sharing information between members, a squad is able to do best usage of its combined cognition. Good communicating in meetings besides depends on person ' s being able to understand what is being said. The usage of nomenclature which is non understood by others outside the profession hazards hapless communicating and misinterpretation.

A linguistic communication must be found which is understood good by all parties.

## **Integrated squads**

An integrated squad which was one of the recommendations of the Construction Task Force is another effectual method of holding squad members speaking to each other. Multidisciplinary companies like Arup or Amec have the advantage of the different subjects working for the same company and in the same edifice. Typically the members of the undertaking work on the same floor in an unfastened program office doing it easy for communicating and thoughts to be exchanged between the different squad members.

## **Computer programmes**

As the old expression goes ' A image is worth a 1000 words ' , in the same manner computing machine programmes such as CAD can be used to bring forth 2D and 3D drawings, which can so be communicated to other undertaking members. There is industry criterions in footings of symbols and fables used on drawings so that everyone is able to understand what is being communicated. CAD drawings can besides be sent electronically to the other squad members so that they are able to see the same information and develop their information onto the design. They are besides able to analyze the construction and its connexion with other structural elements and do any accommodations if necessary.

## **Case Study 3: MidCity Place, London**

MidCity Place, an office development in London took 57 hebdomads to build, which harmonizing to the developers Stanhope Plc is half the industry mean build clip and at a cost 20 % lower than the market norm for a edifice of its

quality<sup>15</sup>. The undertaking was completed in December 2001, 11  
hebdomads in front of agenda and within budget. The contractors Bovis Lend  
Lease and Stanhope developed a logistics procedure based on experience in  
the auto industry. The logistics programmes scheduled all the constituents in  
their sequence in the building and set this information into 3D patterning  
package. The programme modelled the edifice and its assembly and besides  
allowed them to happen bugs in the bringing and building sequence. The  
techniques used on MidCity Place are now being used on other  
Stanhope/Bovis Lend Lease undertakings, where they are being developed  
farther.

## **Education**

Educating pupils at an early phase is of import in order to let them to ordain  
the functions they will necessitate to make full when come ining the  
industry. From experience, this is presently being achieved by methods such  
as group undertakings, presentations and topics such as Civil Engineering  
Management.

Although these methods do better the personal accomplishments of an  
person at that place does non look to be any formal topic in developing  
communicating accomplishments. It seems that pass oning thoughts is left  
more as an art that needs to be developed separately by pupils, than  
something that can be learnt academically. There are postgraduate classes  
such as Interdisciplinary Design for the Built Environment ( IDBE ) run at  
Cambridge University or the Project Team Leadership Programme tally by  
Design Build Foundations and Henley Management College, which broaden

the instruction of alumnuss to acquiring the industry communication and working together.

## **Decisions**

Communicating information is merely every bit of import as the information that is being communicated, without which no advancement can be made and thoughts will stay merely that. A batch of clip is exhausted pass oning during civil undertakings. It is in the involvement of all those take parting in a undertaking to develop effectual signifiers of communicating, as a dislocation in communicating can hold non merely clip holds and cost overproductions, but besides harm a company ' s repute and/or even bring fiscal ruin.

## **Mentions**

1. Payne, A.

C, Chelsom J. V and Reavill L. R. P ( 1996 ) , Management for Engineers, John Wiley & A ; Sons, England, Pg 192. 2.

Ibid, Pg 193. 3. These professions are typically the Client, Civil Engineer, Contractor, Sub-contractor, Manufacturer, and besides the general populace.

4. Spence R, Macmillan S & A ; Kirby P. ( 2001 ) , Interdisciplinary design in pattern, Thomas Telford, London, Pg 28. 5. Latham, M.

( 1994 ) , Constructing the Team, HMSO, London. 6. The members of the Construction Task Force ( circa 1998 ) : Sir John Egan ( Chairman ) , Chief Executive, BAA plc, Mike Raycraft, Property Services Director, Tesco Stores Ltd, Ian Gibson, Managing Director, Nissan UK Ltd, Sir Brian Moffatt, Chief

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Executive, British Steel plc, Alan Parker, Managing Director, Whitbread Hotels, Anthony Mayer, Chief Executive, Housing Corporation, Sir Nigel Mobbs, Chairman, Slough Estates and Chief Executive, Bovis Homes, Professor Daniel Jones, Director of the Lean Enterprise Centre, Cardiff Business School, David Gye, Director, Morgan Stanley & A ; Co Ltd, David Warburton, GMB Union. 7. DETR ( 1998 ) Rethinking Construction: the study of the Construction Task Force July 1998, Pg 13. 8. Ibid, Pg 12.

9. Ibid, Pg 4. 10. Morton R, revised by Ross A ( 2008 ) , Construction UK, Introduction to the Industry, Blackwell, Pg 145. 11.

House of Commons Transport Committee ( 2008 ) , The gap of Heathrow Terminal 5, The Stationery Office Limited, Pg 74. 12. Ibid. 13.

Ibid. 14. Court AW, Culley SJ and McMahon CA. ( 1997 ) , The Influence of information engineering in new merchandise development. International Journal of information Management, Vol.

17 N0. 5, Elsevier, Pg 359-379. 15. www. stanhopeplc. com, MidCity Place ( 2009 ) .

16. Office for National statistics ( 2008 ) , Construction Statistics Annual No. 9, Palgrave.