

Navigating Delays and Disruptions: A Qualitative Study on Crisis Leadership in Construction Projects

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Abstract

This study examines construction managers' crisis leadership approaches in response to disruptions that impact the continuity and completion of projects. The study examines how leaders handle both internal and external crises, including weather crises, shortages of labor, and supply chain crises, in commercial and government projects. Qualitative data about construction managers' crisis management activities were obtained from five experienced construction managers using semi-structured interviews, and thematic analysis of data suggested overarching themes comprising proactive leadership, the necessity for calm and orderly supervision, and the roles of preventive strategies and adaptive reaction. Organizational factors, comprising adaptive leadership, company culture, and behavioral communication, were also suggested by the study as crucial in the development of crisis reaction capacity. The study also established that successful crisis management is not solely concerned with rapid decision-making in emergencies but also with continued reflection in the aftermath of crises to learn from them and make improvements in future project plans. The learning from earlier crises is transferred to future projects, and resource allocation, redundancy, and adaptability are accordingly valued by them. The study contributes to construction management knowledge by presenting a nuanced approach to leadership in crises and includes practical recommendations for the development of resilience and performance in emergencies.

Keywords: Crisis Leadership, Construction Management, Resource Allocation, Crisis Response