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Nota di contenuto	Conflicts in Construction: Avoiding, Managing, Resolving; Contents; Preface; 1 Conflicts in Construction; 1.1 Recent history; 1.2 Understanding conflict; 1.3 Addressing conflict; 1.4 Positive aspects of a conflict; 1.5 The real causes of conflict; 1.5.1 Misunderstandings; 1.5.2 Sensitivity; 1.5.3 Values; 1.5.4 Interests; 1.5.5 People; 2 Why Do We Need to Manage Conflict?; 2.1 Functional conflict; 2.2 Dysfunctional conflict; 3 Causes of Conflict; 3.1 A conflict of ideas; 3.1.1 Environment; 3.1.2 Education; 3.1.3 Experiences; 3.1.4 Ideas; 3.2 A conflict of beliefs; 3.3 A conflict of interests 3.4 The Fertile Ground Theory3.4.1 Prototype; 3.4.2 Change; 3.4.3 Delay; 3.4.4 Quality; 3.4.5 Time; 3.4.6 Money; 3.5 Internal conflict; 3.6 Internal conflict in construction; 3.7 Other factors; 4 Dishonesty and Self Deception; 4.1 Plain dishonesty; 4.2 Self delusion; 4.3 Cognitive Dissonance; 4.4 Confirmative Bias; 5 Interpersonal Relationships; 5.1 Anthropological factors; 5.1.1 Social filtering; 5.2 Sociological factors; 5.2.1 Experiential influences; 5.2.2 Interpersonal influences; 5.3 Physiological factors; 5.3.1 Physical attributes; 5.3.2 Health; 5.3.3 Sensitivity

5.4 Psychological factors  
5.4.1 Perception; 5.4.2 Women and men; 5.5 Prejudice; 5.6 Personality types; 5.6.1 People; 5.6.2 Stress; 5.6.3 Personalities; 5.7 The urge to conflict; 6 Anatomy of a Construction Project; 6.1 Overview of the project and the parties; 6.1.1 The client; 6.1.2 The feed contractor/design contractor; 6.1.3 The Contractor; 6.2 The pre-contract period; 6.2.1 The analysis so far; 6.3 The contract period; 6.3.1 The analysis so far; 6.4 The dispute period; 6.5 Summary and analysis of the dispute; 7 Twelve Steps for Reducing Conflict; 7.1 Step 1: Communicate with precision  
7.2 Step 2: Listen and consider attentively  
7.3 Step 3: Think before speaking; 7.3.1 Tone is so very important in responding to others; 7.4 Step 4: Take time to build relationships; 7.5 Step 5: Be honest in your dealings with others; 7.6 Step 6: Do not dispute trivial matters; 7.7 Step 7: Look for common ground; 7.8 Step 8: Recognise and avoid prejudice; 7.9 Step 9: Express your understanding; 7.10 Step 10: Control your emotions; 7.11 Step 11: Apologise gracefully if you are wrong; 7.12 Step 12: Accept apologies gracefully if others are in the wrong; 8 Reducing Conflict  
8.1 People, people, people  
8.2 Interpersonal techniques; 8.2.1 Smile; 8.2.2 Use names often; 8.2.3 First impressions; 8.2.4 Show interest in others; 8.3 Perceptions and personalities; 8.3.1 Perception and reality; 8.3.2 Personalities; 8.4 Tactical behaviour; 8.4.1 Deceit; 8.4.2 Blackmail and coercion; 8.4.3 Bullying and duress; 8.4.4 Harassment; 8.4.5 Sarcasm; 8.5 Summary; 9 Managing Conflict; 9.1 Simple resolution techniques; 9.1.1 Fact finding; 9.1.2 Problem solving; 9.2 Control of conflict; 9.3 Conflict prevention; 9.3.1 Precautions; 9.3.2 Symptoms; 9.3.3 Alarms; 9.3.4 Starve the conflict  
9.4 Prevent conflict from spreading

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## Sommario/riassunto

Construction projects are beset with disputes. In 1960 around 250 writs were issued relating to construction disputes. Within 30 years this number increased five-fold, and in the 20 years since then the number of disputes has not fallen. Some disputes are significant, others are quite minor, but most could probably be avoided. Disputes originate in disagreements or conflict between individuals, which if addressed early, can prevent escalation into situations that are difficult, expensive and time consuming to resolve. Conflicts in Construction deals with all types of conflict

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