

Key Factors Employers Look for In Hiring Construction Managers for Public and Private Construction Projects

Anthony Obododike Ekwuno

Project Management Unit, Tobeko Consulting Engineers Pty Ltd. Pretoria, South Africa

anthonyekwuno@yahoo.com

ABSTRACT

The construction industry is one of the world's most important economic activities, and research in this area has found a positive correlation between project management skills and construction project success. However, it is becoming more evident that success in the role of a construction manager cannot be attained with a technical skill set alone. Excellent soft skills are also necessary requisites for success. The aim of the paper is to discuss the benefits of project management skills and what skills employers of labour expected when hiring construction managers in the construction industries. In recent years, several construction projects have steadily failed due to engaging incompetent construction managers with no technical and soft skills. This failure has affected the rate of productivity in the construction industry. Several companies have closed due to the poor performance of their construction managers. Despite the construction industry's significant contribution to economic growth in developed and developing countries, there are still great hindrances in construction project productivity due to the poor performance of construction managers. However, this gap significantly delays much-needed productivity gains, as it is difficult to fully overcome the associated disruptions and choose the best remedy to minimize their impacts on every Nation's Economic Development. Therefore, this investigation is required to close these gaps. This study employed a qualitative research methodology. A combination of primary and secondary sources was used to achieve the main research objectives. Interviews were conducted with 8 vibrant employers in the construction industry. The interview question was made open to enable the employers to air their views on the skills they expected construction managers to possess before engaging them to manage a construction business. The interviews were done face-to-face. Each employer was interviewed separately to avoid copied responses. The outcomes of the interview were noted and listed. However, the benefits of possessing those skills demanded by employers were explained. These benefits were discovered through a systematic literature review. The findings from this study will not

Article Info

Volume 9, Issue 5

Page Number : 516-545

Publication Issue

September-October-2022

Article History

Accepted : 10 Oct 2022

Published : 24 Oct 2022

only benefit all employers of construction managers in the construction industry but will also be beneficial to all other employees in a company who seek career growth and better job opportunities in the future. It will help eliminate the issue of unnecessary company closure and disputes among the project team due to project failure. Both professionals and future college and university graduates, whose intentions are to proceed to the working field after graduation, will also benefit from the findings. The construction industry is still doomed unless it addresses the issues of construction managers' attributes. The value of teamwork in the workplace is obvious, and it is frequently directly influenced by effective construction managers' attributes. Effective construction managers help to save money and boost their company's reputation. Using a technology-knowledgeable construction manager can greatly help improve the project delivery and a good team working environment saves money and time on projects.

Keywords: Employer, Construction Manager, Construction Projects, Management Skills, Hiring, Benefits

I. INTRODUCTION

An employer is an individual or organization in the public, private, not-for-profit, or commercial sectors that hires people and pays them for their work. The employer, as the authority of the organization, determines the working conditions of the employees and provides the agreed terms, such as wages. Although the construction manager's role is critical to project success, little consideration has been given in the literature to construction manager management skills as a key indicator of project success. Kakar (2019) defined a construction manager as someone engaged in overseeing a project with their own best interests in mind. In other words, a construction manager is hired to handle human resource management, costs, scheduling, supplier relationships, etc. on behalf of an employer. A construction manager essentially plans for the success of a project and undertakes the task of completion in traditional or agile project management. While many construction managers have a strategic mindset that focuses on customer needs and business outcomes during project planning and execution, some

construction managers are more focused on achieving project budgets and goals. However, the literature shows that construction projects are recurring challenges and uncertainties that test the capabilities of construction managers. Each project is unique in many ways and constrained by a variety of frequently changing requirements during the project lifecycle. Every construction manager has his or her own way of making construction project activities successful. The construction industry is also naturally fragmented and has a long supply chain. Within a project, many stakeholders may affect the project or its results, including customers, consultants, contractors, government officials, communities, workers, and project team members. As a result, construction managers must work with a large and diverse group of people, many of whom are not under their direct control. Research suggests the essential skills of successful construction managers and finds that good construction managers are often flexible, entrepreneurial, communicative, and proactive. As a construction manager, it is important not only to acquire new skills but also to constantly develop them.

However, being a construction manager requires a lot of skills and traits as the role comes with significant responsibilities. As construction projects become larger and more complex, contractors need to find a construction manager who fits the role. Ekwuno (2022) found that communication skills are essential for project success. The quality and failure of projects are also affected by the quality of communication. The author also point out that the construction manager is responsible for the success or failure of the project. It was found that construction managers spend most of their time communicating. A construction manager is involved in planning, organizing, executing, managing, monitoring, and completing a project and the common element of all the above activities is communication. According to McDowell (2019), communication is essential for any type of business, but when managers can't communicate effectively with their employees, it becomes much harder to get things done. Construction projects require precision, so it's important for construction managers to clearly communicate what needs to be done and when. Negotiation is one of the key factors to consider when hiring construction managers in construction businesses. Hogan (2020) defines good negotiation skills as the ability to say yes or no when necessary. The author also believed that negotiation is a dialogue between parties to achieve the desired outcome on one or more issues of a dispute. Therefore, a good construction manager must be able to negotiate well in every endeavor. Research in this area has shown a favorable correlation between applied management abilities and the performance of construction projects, as reported by Oliveros and Vaz-Serra (2018). A well-trained and experienced construction manager can significantly alter the outcome of a project. It should also be noted that the roles of project manager and construction manager need to be understood as two different professions. The role of a construction manager is focused on the whole project and does not require specific construction skills; however, the role of the construction manager requires interpersonal skills such as leading, communicating,

negotiating, and problem-solving within the construction industry, and specific technical expertise in construction across the entire project – from design development to project close. The construction manager needs to manage risk, maintain sensitivity and responsiveness to environmental and community concerns as well as manage cultural differences, and national and international rules and codes PMI (2016) indicated.

II. LITERATURE REVIEW

Burger (2015) discovered that a construction manager owns a construction project from the beginning to the end, making him or her in charge of ensuring the project is feasible. The author revealed that to be a good construction manager, construction managers are expected to possess good project management skills, effective communication skills, technical skills that will enable the ability to interpret technical drawings, and the ability to use management software. The study indicated that a construction manager should be analytical in nature to be able to deal with the issues of unexpected delays and manage materials, and timelines. Ahmed (2013) believed that the role of the construction manager is significant to project success and that it depends upon the qualities of the construction manager to ensure proper planning, implementation, and completion of the project. The study uncovered that leadership is one of the effective tools to be used by construction managers which moderately influences project outcome, otherwise, lack of leadership skills is directly associated with project failure. The author states that it is the construction manager's responsibility to ensure that all team members understand that their duties are important and have a direct impact on project execution. The study also showed that to be effective construction managers, construction managers must be quality-focused, honest, team-players, people-oriented, and problem-solvers. A study conducted by McDowell (2019) found that construction managers had better opportunities in the field of work by being

team-players, having effective organizational and communication skills, delegating skills, and being less pressured and must be able to work under pressure. The study found that flexibility and problem-solving abilities should be part of the hallmark of construction managers. The author felt that prioritization of work was also an important metric.

Hogan (2020) examined the 10 skills it takes to be a successful construction manager, and found that flexibility and industry experience, and knowledge are key factors for a construction manager to run a successful construction project. The author further stressed that hiring construction managers in developing countries requires good communication and organizational skills. This study considered risk management and negotiation skills as some of the attributes to consider when hiring construction managers. However, the study argues that financial control, openness to feedback, and avoidance of micromanagement should not be ruled out. Hogan (2020) also argues that construction managers must be able to understand that construction projects always involve risk, and that construction managers and their team members should be able to use mitigation strategies at the start of a project to reduce potential risks. It emphasizes the need to be able to identify significant risks. . Derrick (2022) reports that leadership qualities should be considered when hiring construction managers. This study showed that an effective leader is also a good communicator, team builder, and motivator. The report emphasizes that good leaders must be able to lead by example, make tough decisions, be knowledgeable, recognize the performance levels of their team members, and earn respect. This study identified the benefits of goal setting and highlighted that good goal-setting skills benefit organizations. However, employers should consider construction managers who can set goals and work towards achieving them. The author believed that openness to feedback is one of the key qualities of a good construction manager and that all employers

should consider openness to feedback as one of their criteria for hiring construction managers.

A report by Kakar (2019) emphasizes that a good construction manager should be a patient-centred manager. The study found that construction work is not a career for people who can't handle inconvenience, frustration, and the unexpected. Building design and construction require the management of many variables, and the problem is part of it. Throwing tantrums or focusing your attention on easier tasks every time something goes wrong is a poor way to do your job. In addition, subordinates will notice your attitude and will not perform at their best (Kakar 2019). As such, employers need to watch closely for their ability to be patient when things go wrong. Kakar (2019) also believed that an action-oriented mindset should be the criteria for hiring construction managers. The report shows that construction managers need to work with numbers and be able to understand their client's goals and the areas they are willing to yield to.

Construction management is not an easy job, groaned Landau (2021). Managing construction projects, according to the author, necessitates hard skills, also known as technical skills, soft skills, and personality attributes. According to the survey, soft skills are any skills that cannot be acquired through formal schooling or training. Some of these skills are innate traits or ones that people develop over time. Hard skills are those technical talents that can be learned through formal education and training, according to the research. The author argued that while personality qualities are not talents, they are useful for the position of construction manager. However, it was noted that these abilities are an essential component of project management and should be taken into consideration when employing a construction manager.

10 qualities that effective construction managers have, according to Netscher (2018) are being conscientious,

hardworking, adaptable, able to communicate, willing to learn, able to deal with others, resilient, logical, decisive, and perceptive. The capacity for a construction manager to identify when something is going right on a project and when something is well-done on a project was characterized by the study as being observant. However, the report revealed that a competent construction manager will recognize when things start to go wrong right away. According to the report, the most important factors to consider when hiring a construction manager in developed and developing nations are their capacity to adapt to any setting and their willingness to learn new things. The author also held the view that every construction project should prioritize safety and that a construction manager should be able to address possible issues before anyone is wounded. Strong observational abilities and a readiness to be present are required, Netscher (2018) advised.

Zulch* (2014) explored leadership skill as a tool for good project management. The report showed that a manager's personality and the needs of the environment determine how effective a manager will be on a construction project. The study also emphasizes that good managers should be good leaders, and effective leaders must be able to adapt to any environment on board. Zulch* (2014) further found that construction managers are the connecting medium for organizing projects and that the success or failure of a project is influenced by the appointment of construction managers. Therefore, employers should focus on managers with good leadership and management skills. The author also pointed out that good communication skill should be considered an important indicator for hiring construction managers.

Sunindijo (2015) found that construction projects present recurring challenges and uncertainties that test the capabilities of construction managers. The study identified three basic managerial skills that could be developed: (1) technical skills, (2) human skills, and (3)

conceptual skills. The report further defines technical competence as subject matter knowledge, analytical skills within that subject area, and the ability to use the tools and techniques of a particular area. Human skills are the ability to work effectively within a group and build collaboration within a team. However, the author defined conceptual skill as the ability to see an organization, how different functions depend on each other, and how changes in one part affect all others. The report says all three skills should be considered when hiring construction managers. The construction manager's interpersonal skills and flexibility also contribute significantly to the success of the project. Therefore, their importance should not be overlooked when hiring a construction manager.

According to Dr. Pakselesht Asgari (2012), a construction manager must have the commitment, team motivation, technical skills, and work plan to successfully complete a project. Therefore, to be successful in recruitment, construction managers are expected to possess motivational skills, technical skills, the ability to program activities, and the ability to demonstrate complete commitment to their duties. However, employers should consider these skills when hiring a construction manager, as these are the skills necessary for a successful project. The study further found that project success factors are factors that enter into an organization's management system and directly or indirectly lead to project success.

Amoah, Berbegal-Mirabent, and Marimon (2021) define a construction project as an effort to construct a building or other structure. The authors also point out that project procurement contracts should be merit-based and awarded through defensible systems such as public tenders to attract qualified contractors and agents. The report stressed the importance of completing the project on time. The study found that a successfully managed construction project should be able to safely achieve project objectives within schedule, cost and quality. It was also discovered that

the success of a construction project depends on how the project is managed and controlled. In summary, it is believed that when hiring construction managers, employers should consider their qualifications and knowledge, and their ability to respond openly to organizational issues.

Al Kazaz and Dr. Shibani (2016) state that construction projects are unique products delivered with the help of different disciplines. The report states that projects can only succeed when they are completed on time, on budget, and on quality. Research has shown that a construction manager's responsibilities begin with ensuring that a client's project goals are met, ensuring fairness among the members of the team, and putting the client at the centre. The study also highlights the importance of construction manager expertise, communication, and interpersonal skills to successfully complete a project. It also became clear that a site manager in an administrative context should be someone who knows what needs to be implemented and implemented successfully. The study further argued that construction managers should be able to inspire, motivate and share the organization's vision. The construction manager should also be able to train workers and delegate tasks to the right worker at the right time. In essence, it is imperative that employers focus on the construction manager's ability to guide, train, motivate, inspire, and share the organization's vision. Employers also need to address issues of communication and interpersonal skills, knowledge, customer focus and maintaining fairness among team members.

Borg and Scott-Young (2020) examine what it means to talk about work motivation, empathic communication, passion, and design knowledge. The report emphasized the need for construction managers to consider the feelings and needs of other stakeholders. The study warns that communication is only effective if all team members understand

themselves and what they need to do. , meant not only the ability to speak and write but also the willingness to work. The ability of construction managers to approach people should not be excluded. However, when hiring site managers in the construction industry, employers have a duty to look for passion, work ethic, empathetic communication, and construction knowledge in construction managers. These skills are necessary to successfully complete a construction project.

According to Mouchi, Rotimi, and Ramachandra (2011), few projects have been able to meet the unique characteristics required for construction projects. The report found that the results of construction processes usually differed from each other. The study also revealed that successful construction project management depends on the creativity and ingenuity of construction managers. The authors pointed out that the knowledge level of construction managers is very important in any construction project. The study also notes that construction projects require construction managers who are open-minded and have good thinking skills. Creativity, persuasiveness, bargaining power, personality skills, good knowledge of human nature, leadership qualities, reliability, and initiative are also among the characteristics of a good construction manager. However, employers are expected to recognize the managerial, creative, negotiating, open-minded, and thinking skills of construction managers and to take initiative when problems arise.

Ijaola and Ogunsanmi (2018) revealed that the primary concern of all stakeholders in the construction industry is the ability to successfully deliver projects. We know that an organization's profitability and competitive advantage depend on the success of quality projects. The authors warn that construction manager's skills affect project performance. It was also clear that these features would impact project performance in terms of cost overruns and schedules. The study also found that

a construction manager's interpersonal skills, integrity, knowledge, technical skills, managerial skills, legal skills, and ability to understand labor laws have a significant impact on project success. In other words, when hiring a construction manager, employers should consider the construction manager's ability to manage project resources, technical competence, integrity, expertise, interpersonal skills, and ability to understand construction law, the authors indicated.

Wang and Cheng (2022) believed that project success was highly related to the knowledge of sustainable construction of construction managers and their ability to identify project health and safety requirements. The study showed that good knowledge of construction processes and quality control significantly improves the quality of project delivery. The ability to understand and apply technical skills improves and speeds up project delivery. Pre-contract planning and risk management skills also contribute to project success. The ability to handle conflict is a key indicator of project success. However, the authors suggest that employers, therefore, in hiring construction managers, focus on the construction manager's ability to manage risks, resolve conflicts, plan projects, and apply technical skills in the work environment.

Birt (2020) found that project management skills are necessary attributes for successful projects. The study points out that these metrics enable the successful and efficient implementation of projects. The report warns that failure to improve project management skills will undermine a project team's ability to successfully complete a particular task. The author argued that good communication skills, leadership skills, problem-solving skills, team management, time management, negotiation, and motivation are key project management skills that drive project success. Therefore, employers need to hire construction managers who can communicate, motivate, guide team members, manage time, and negotiate effectively to successfully complete a project.

Joubert (2019) showed that effective communication at the beginning of a project is necessary for successful completion. The author warned that poor communication can lead to inefficient project execution. The report also argued that the ability to negotiate work attracts financial improvement for an organization. Effective project planning and time management are important skills to consider when executing a project. The author uncovered that planning failure was the most influential factor causing project failure. However, leadership skills, technical knowledge, critical thinking, and problem-solving skills are essential to project management skills. In other words, the research shows that leadership qualities, technical knowledge, critical thinking, and problem-solving skills are the top factors employers should consider when hiring construction managers.

RESEARCH OBJECTIVE(S)

This research tends to address the following objectives:

- a. Diagnose the project management skills which employers normally look for when recruiting construction managers.
- b. Discuss the benefits of project management skills in the workplace.

RESEARCH QUESTION(S)

This study will treat the following questions:

- a. What are those skills employers normally look for when hiring construction managers?
- b. Explain the benefits of project management skills in the workplace?

III. MATERIALS AND METHODS

A research method is a strategy, procedure, or technique for analyzing data or evidence to discover new, legitimate, and reliable information that meets the goals and objectives of the research. This study used a qualitative research method to gather the key factors that employers look for when hiring supervisors in the

construction industry. The study looked at only 8 viable employers in the construction sector. Qualitative data were collected based on ideas for potential construction projects. Literature reviews have examined the benefits of project management skills in the workplace. A literature review was used to gather existing information on the subject, while the information gathered through the interviews confirmed the content of the existing literature on the essential project management skills needed by employers in the workforce. 8 active employers were interviewed to collect information related to key figures. The interview was a face-to-face interview. All participants were interviewed separately to avoid duplication. The clear opinions of the participants were collected through an open question. No participant names, contact details, or biographical details were recorded. However, this study did not allow for participant cost effects. The interview was conducted according to the participants. To maintain quality, this study mostly only considered peer-reviewed books, journals, and articles published within 10 years. This is because the sooner the better; otherwise observations may become stale. The latest research allows researchers to track new developments, arguments, and emerging trends and identify new authors in this field of research. However, the study considered employers of labour in both public and private construction projects.

IV. BENEFITS OF PROJECT MANAGEMENT SKILLS IN THE WORKPLACE.

1. Effective Communication Skills

Communication is essential for any kind of business, but when managers can't communicate effectively with their employees, it becomes difficult to get things done. Construction projects require precision, so it's important for construction managers to be able to effectively communicate what needs to be done, how it should be done, and when it should be done. Communication skills should include both oral and written. The construction manager can interact with

many stakeholders using her verbal and written communication skills. It is the construction project manager's responsibility to talk to these people, update them on the status of the project, and ensure that tasks are assigned and completed. The success of a project often depends on the collaboration of all parties involved. Therefore, as project team leaders, construction managers need effective communication skills to ensure that they have the right documentation and that everyone understands the project schedule. All of these skills must be mastered before becoming a construction manager, but they will continue to improve as project activity progresses.

2. Problem-Solving Skills

Problem-solving is an essential skill for dealing with problems that construction project managers encounter on a daily basis. Problem-solving refers to the ability to successfully deal with complex and unexpected situations and find solutions. It is inevitable that problems will arise during the course of a project. What you need is a construction project manager who can identify problems and respond quickly. When failures occur, managers must be able to quickly find and implement solutions without compromising the integrity and specificity of the project. Finding solutions quickly can save a lot of time and money on your projects. Avoiding as many delays as possible is key, and solving problems quickly is just one way to reduce extra time spent on the same project. Good problem-solving managers possess a combination of analytical and creative thinking and a high level of attention to detail. You have no problem making decisions and are confident enough to face challenges at work. These skills help field managers quickly identify problems as they arise and find the most effective solutions. The skill also help you to identifies the factors and forces that may have caused the problem and initiates changes to mitigate future challenges. Problem-solving skills enable employers to find field managers with the cognitive ability to handle whatever their job throws at them. Problem solvers

can observe, assess, and act quickly when problems arise, even if they are unavoidable. Moreover, they are not afraid of the unknown. This is invaluable to employers who rely on their employees to identify and resolve problems.

3. Ability to Prioritize Skills

Pettit (2020) defines prioritization as the activity of ranking items or activities in order of their relative importance. In other words, prioritization is the act or process of determining the relative importance or urgency of construction work. When managers learn how to prioritize the most important work activities, it becomes easier to improve construction productivity and performance. Developing effective prioritization techniques can help you become more efficient, manage your time better, and focus on the work activities that matter most. The best way to complete important tasks is to set priorities properly. Workload prioritization is an important skill to develop if managers are to improve the prioritization of construction activities. The benefits of prioritizing your workload include reducing stress and anxiety, avoiding procrastination, improving time management, and increasing productivity. Prioritizing helps you focus on your work and feel more confident and effective. Prioritization helps manage construction time and ensure delivery dates are met. Prioritization also helps to better control construction time, eliminate distractions, and improve the work-life balance. Prioritizing skills help construction managers seize the greatest opportunities and achieve the results that matter most.

4. Team Player Skills

Team management is the ability of an individual or organization to manage and coordinate groups of people to accomplish tasks. Team management includes teamwork, communication, goal setting, and performance appraisal. Furthermore, team management is the ability to identify problems and resolve conflicts within a team. A construction

manager can use team management skills to ensure effective collaboration between the members of a project's team. Construction managers can also use these skills to help their teams work toward common goals. It is important that construction managers use team management skills to resolve issues in a collaborative, professional, and timely manner. Like a leadership role in a company, a construction manager must lead a team well. The ability to bring a group together on the same page, and set a mission for the team plays an important role in being an effective team manager. Teams face new challenges every day and project success depends on these skills. It is imperative that you master the assignments in a timely and professional manner. Middleton (2022) believed that teamwork creates a forum for better problem-solving. People can draw on each other's skills and knowledge to create practical and useful solutions. It was understood that two fingers are better than one and that a person achieves more when heads are put together. Through teamwork, there is an opportunity to increase the potential for innovation. Most managers believe that success comes from being surrounded by people like them, but true success and ground-breaking innovation are fraught with uncertainty. Discomfort promotes growth. Here different experiences, opinions, and perspectives are leveraged to solve the problem. Diversity is a well-documented way to discover new opportunities, meet new challenges, and gain new insights. Teamwork makes team members happy. Having happy employees is a desirable goal, but it also benefits the company. Teamwork promotes personal growth. Being part of a team helps you grow. By sharing information and training each other, all team members can grow. New concepts can be discovered by colleagues with different experiences. Team members can learn from the mistakes of others and help prevent future mistakes. Team members often understand the demands and stresses of getting the job done better than their managers, so they can support each other emotionally. Collaboration at work creates opportunities for growth. According to Middleton

(2022), when team members use their unique skills to excel in their respective roles, an environment based on mutual respect and collaboration is created that benefits the group. The report also shows that teamwork can improve productivity. Teamwork fosters creativity and reduces mistakes. Be aware that responsibility can make it difficult for you to work on an equal footing with the rest of your team. However, it is important that the construction project manager can be involved in larger projects when the team needs assistance. A social, employee-friendly construction manager will try to keep employees happy. Morale in the field can also be difficult to maintain. When bosses are team players, they can keep everyone happy and create an environment that encourages open communication.

5. Organizational Skills

Chron (2020) states that organization is keeping things in the right order. In any construction project, the organization plays a key role in achieving project goals. Practicing effective organizational skills can help you personally and professionally. Good organizational skills are reflected in meeting all responsibilities. One of the main benefits of being organized is a sense of control that can increase your productivity. An organized professional spends less time fixing errors, finding information, and cleaning up clutter. Saving more time means spending more time doing more productive things. Besides having a positive impact on time management, organizational skills make it easier for employees to share information with each other and work better as a team. Organizational strength helps you track your company's progress. If enough time is spent putting together and recording your finances, it's very easy to tell if your business is going. It's easy to think that just seeing money coming in is a good enough sign of success. But if you spend a lot of money advertising and publicizing your company without keeping records, a lot of money can be lost due to a lack of organization. Organizational strength creates better opportunities and capabilities for

running a business. To lead others, we need to know how to prioritize and prioritize according to each individual's skills and abilities. A well-organized construction manager can easily do this while instilling confidence and control in the organization and creating a productive environment for all employees. A construction manager's organizational skills are also directed toward specific tasks such as set project deadlines and conducting performance reviews. All these contribute to a more efficient working system. Organizational skills bring confidence and professionalism to the workplace. An organized manager conveys an image of reliability and control. This makes it easier to earn the trust of customers and employees. Good organizational skills also help reduce stress. A well-organized office creates a more relaxed work environment. This contrasts with a cluttered and unorganized office where employees are constantly searching for items or dodging piles of paper.

6. Delegation Skills

Grossman (2020) indicated that delegation is the transfer of authority to perform a particular activity to another person. That is the process of dividing work and delegating it to others. According to the report, delegation discourages managers from delegating too much responsibility to their heads. Managers and executives are driven by success, and for this reason, they often take on more projects than they can handle on their own. Fear of failure drives us to avoid delegating for fear that someone else will not do the job properly. When managers adjust priorities at the same time, they are more likely to make mistakes. In this case, it is important to delegate the task to the right person. This allows managers and leaders to focus on planning and organizing. Delegation helps build trust, open communication, and commitment among the members of the team. Inadequately delegated leadership employees are often afraid to take the initiative or suggest new ideas. Construction managers who delegate tasks will help build trust. And that trust is further enhanced when managers maintain a

communicative and listening attitude. When employees truly feel their skills and talents are put to good use, they are more engaged and happier overall. Delegation fosters creativity and develops team skills. A team leader who gives his or her members the freedom to work on their delegated work in their own way empowers the team and gives them a creative license. These employees are driven to succeed not only for themselves and their own futures but also for the futures of their employers. Additionally, this personal initiative can lead to creative breakthroughs that everyone involved can benefit from, helping team members build specific skills. Carmack (2016) added that delegation improves team efficiency and increases team flexibility. As a result, the team as a whole can get more done. Teams are more flexible and everyone can improve their skills. This is great for the company.

7. Ability to Work under Pressure

The ability to work under pressure refers to how a person responds when pressured. In the context of work, pressure can be defined as the stress or urgency of an issue requiring attention, the strain of physical or mental distress, and the limitations of a situation. The ability to work under pressure involves dealing with constraints that are often out of your control. These constraints include resource and time constraints, task difficulty, lack of knowledge required to complete the task, and unexpected changes or problems. Effective planning and time management to mitigate or account for unforeseen issues can reduce the likelihood of some form of pressure, but cannot eliminate them entirely. Construction can be a stressful job, and being a manager adds to that stress. Construction managers need to stay calm and focused when something stressful happens. Understanding that challenges arise is only part of the equation. Knowing how to deal with these issues determines the success of a construction manager.

8. Flexibility skills

Not everything goes 100% according to plan. Construction managers must be able to adapt quickly to any situation. Small changes can easily become big ones. As projects with different changes pile up, construction managers have to deal with different changes at the same time. Construction managers must then be able to communicate changes to the team to avoid project delays and errors. If the construction manager is not flexible, the team may start expressing confusion about what needs to be worked on. As a construction manager, it's important to be able to be flexible and adapt to unforeseen changes and plan accordingly. Understanding your project and the factors that can affect your project schedule and overall planning will help you make quick and informed decisions. Also, when making these project changes, it's important that the entire team understands the need for these changes and how the decisions came about. A good construction manager knows that planning doesn't end in the pre-construction stage and that plans must continue to be revised and created until the project is finished. For this reason, most construction managers rely on Gantt charts to track all moving parts of their projects.

9. Industry knowledge

Ekwuno (2022) studied the project delay causes in the South African construction industry and discovered that lack of industry knowledge affects project success. However, industry knowledge is defined as a term that describes the accumulation of knowledge and awareness of the complexities of what is happening in a particular industry of interest. Knowing the industry from a stakeholder perspective can never be overemphasized. Industry knowledge leads to increased company revenues, increased employment opportunities for job seekers, increased opportunities for employee advancement, and sound industry guidelines for regulators. The construction industry is dynamic, with new materials and construction techniques being researched and developed every day.

Construction managers are aware of the innovative strategies and methodologies that can be employed to achieve goals while laying a foundation for managing construction projects. In a nutshell, construction managers love to learn and do their best to stay up to date with the latest industry knowledge. Possessing and accumulating a company's industry knowledge is usually pursued to gain or create a competitive advantage that ultimately leads to the company's growth. To gain industry knowledge, businesses need to stay up to date on the latest news and current trends in the industry. Investments in industrial education and research are therefore essential for growing companies. Outputs include industry dynamics such as size, products, customers, pricing, finances, recruitment, technology, suppliers, facilities, markets, marketing, manufacturing, security, regulations, and best practices. For construction managers, it is important to stay up to date with the latest building materials and techniques. Knowing this information, you can apply innovative strategies and processes to meet your construction goals and run efficient construction projects successfully.

10. Risk Management Skills

However, within the world of project management, risks are not always a bad thing but simply something different than what was originally planned. This can range from anything like an unexpected change in the scope of work or reaching a milestone sooner than anticipated. Construction managers can plan their projects, create backup plans, and come up with swift fixes for issues by using their risk management expertise. For example, if there's a chance that construction materials may not arrive on time for a project, a construction manager could identify solutions to this problem before the project begins. A construction manager will have to master the skill of managing risk, as construction can be one of the most volatile industries in the business world. Ritchie (2014) adds that having risk management skills will enable construction managers to identify risks that may not be

obvious. Board members provide insight and support to the Board as it may be difficult to identify risks outside their areas of expertise and experience. Many regulators have policies that allow companies under investigation to have compliance or risk prevention programs in place. While it is impossible to avoid the risk or materialization of risks in a potential problem, regulators should ensure that the event is not the result of a system crash and that companies are taking appropriate leadership, training, certification, and other measures. Risk management skills help construction managers reduce corporate liability. Regulators and shareholders are increasingly viewing litigation risk as corporate liability. By proactively mitigating litigation risk, companies become more attractive investments. Even Six (2017) states that construction managers with risk management skills have access to better quality data to make better decisions in the real world of projects. The report argues that good risk management sparks conversations. This creates a talking point between the project team and key high-level stakeholders, encouraging them to discuss difficult issues and address potential sources of conflict. Suppliers are also included in the discussion, as risk reactions inevitably affect their activities. Participating in risk management discussions can help you develop more positive working relationships with key employees. It was observed that construction managers' success is tied to the success of the project and that they are willing to work together as a team to do something. Budgets also rely less on guesswork and the expectation of success is set. The team members will remain focused in a well risk-managed environment.

11. Negotiation Skills

Negotiation is the process by which two or more parties with different needs and goals discuss a problem to find a mutually acceptable solution. In construction, negotiation skills are important both in informal day-to-day interactions and formal transactions such as negotiating sales, rentals, services, and other legal

contracts. Good negotiations contribute significantly to business success as they help build better relationships and deliver lasting, quality solutions. It helps avoid future problems and conflicts rather than inadequate short-term solutions that don't meet the needs of both parties. Negotiations require giving and taking. Construction managers should aim to create a win-win, courteous, and constructive dialogue. Ideally, a successful negotiation involves making concessions that mean little to you and giving others that mean a lot. Their approach should promote goodwill regardless of the differing interests of the parties. A great negotiation clears out each party fulfilled and prepared to trade with each other once more. Construction managers often have strong negotiation skills that help them communicate effectively with stakeholders. For example, they may need to negotiate budget allocations, create staff schedules, and change orders. Knowing how to negotiate well can help make agreements that positively affect the projects and the employees. Construction managers need to be able to say no to unfeasible client expectations, disagree with suggestions that they think will negatively impact the project, and compromise if needed. Negotiation skills help construction managers to build respect. The significance of regard in trade is something that can't be exaggerated. If you want your employees or team members to be productive, it's essential that they respect you as their manager. The same applies to other external agents such as vendors, business partners, suppliers, and customers. Dealing with them also means they need to develop respect for you and your company. Negotiation also helps construction managers avoid problems. Problems are resolved by negotiation. From everyday disagreements to serious interpersonal or professional disputes, businesses face a variety of issues every day. Negotiation skills are valuable because they can adapt to many of the challenges facing managers and prevent serious problems from arising. If an agreement is reached before construction starts, disputes between the parties can be avoided.

12. Financial Management Skills

Mismamore (2019) showed that a construction project cannot start without proper budget planning. Managing project finances is one of the construction manager's greatest responsibilities. Even small changes can push a project over budget. Construction managers should be able to track project expenses, make forecasts, and even explore other funding opportunities. Financial management skills contribute significantly to our overall well-being and quality of life. These skills help construction managers manage company funds, save for emergencies, and invest to secure the company's future. Regardless of your profession, having good money management skills is important. An understanding of finance gives you the tools you need to measure how well your company is performing on its own and as part of the larger organization. It helps determine the answers to questions such as: Is your department performing well? Who should your department be compared to? What measures and indicators should be used to assess and monitor departmental performance? Many companies use the same metric for each department, choosing the wrong metric to measure and monitor performance, or overlooking the unique ways each department contributes to the company's bottom line. For example, a company that measures performance solely in terms of increased revenue targets may underestimate or completely overlook the costs of increasing those targets, even if they exceed revenue increases. Once managers understand the metrics that matter most to their company and properly measure their contribution to the company's finances, they can easily develop a plan to monitor them. Leveraging this data will allow us to measure the company's contribution and identify areas for continuous improvement more accurately. Developing financial skills helps managers understand how the work they do specifically contributes to the company's financial health. However, construction managers can use their financial management skills to create budget plans, create financial forecasts, and track project costs for

construction projects. They can also use this feature to find other funding opportunities for the project. Overall, good financial management skills will help you use project resources more efficiently.

13. Technology Knowledge Skills

A deep understanding of technology helps construction managers identify and use the latest technologies in their projects. The right technology can help improve communication between team members and improve project efficiency and overall quality. As construction technology continues to evolve, it can be important to identify technologies that can add value to the project. The construction industry is still one of the least digitized industries, but it is slowly but surely catching up with the latest technology trends. Therefore, construction managers should be familiar with the latest innovations that help improve efficiency, collaboration, and success rates.

14. Openness to Feedback

Construction managers believed that being open to feedback means accepting constructive criticism. Good construction managers are not only steadfast and assertive, but they also listen to their opinions and opinions of others. Being open to corrections from clients and colleagues is important in this role. This means letting them know that they are free to share their observations with you. After providing feedback, let them know that you take their feedback seriously and thank them. Instead of waiting for feedback, construction managers can hear directly what their colleagues and customers have to say about the project. This may indicate that managers like to receive feedback and implement recommendations. Note that just because a person has achieved the rank of manager, it does not necessarily mean that the person knows everything and does not need further promotion. Most powerful construction managers are always open to feedback and suggestions from both their superiors within the organization and those who lead them. Construction managers should always be open to

breaking new ground and doing what ultimately helps the company to succeed. A good construction manager may have solid industry knowledge, but that doesn't make feedback unnecessary. A veteran field worker can go unnoticed by even the best construction manager. For this reason, a construction manager must be open to feedback not only from clients and superiors but also from colleagues and team members.

15. Leadership Skills

Leadership is defined as the ability of a person, group, or organization to lead, influence, or direct other people, teams, or an entire organization. A construction manager with good leadership skills has a clear idea of what the company can achieve. The leader provides a roadmap outlining the steps and resources necessary for the organization to achieve its desired goals. With this skill, construction managers will be able to better connect and communicate the company's vision and message to their employees. Such communication helps identify roles better suited to their skills and experience, and clear communication motivates employees to work towards their goals. Great leaders have the decision-making skills and inspiration to help them make the best decisions for their company in every situation. A leader is an expert in making the right decisions based on prevailing circumstances and weighing the strengths and weaknesses of an organization to ensure that decisions work in their favour now and in the future. Active leadership encourages others to share the company's goals and gives everyone a strong reason to stay true to their responsibilities. They have an obligation to do their best. They stay focused on the company's long-term goals and are not discouraged by temporary setbacks. In the face of setbacks, great leaders motivate their teams and help them look beyond the issues that are holding them back from achieving their shared goals. The best leaders create an environment in which others can thrive. They are open to new ideas and ways to get results and are flexible enough to admit their mistakes. Successful leaders encourage their employees

to contribute to improving work processes and reward excellence. Team members need to feel that their leader can communicate with them. Good leaders learn from their mistakes. Mistakes can affect a leader's character. Learn from your wrong moves and use them to build confidence in your decision-making abilities next time. Leaders who share their mistakes with their team usually deserve more respect than those who try to hide them. Construction managers with strong leadership skills can work collaboratively with team members. A good leader does not do things alone. The best leaders ask their teams to join them when they take on the toughest jobs. Trusting your colleagues will give you engaged employees who are more invested in their work overall. Rosser (2021) added that construction managers with good leadership skills can train other good leaders. The only thing worse than training and firing employees is not letting them stay untrained. Great leaders are great mentors and coaches, love to see others succeed, and love to share their skills and knowledge. They are also good role models and inspire others to do their best. Construction managers with effective leadership skills increase the company's sales. Effective leadership leads to a well-run business, happy and productive employees, and increased productivity.

16. Construction Planning and Monitoring Skills

Starting work without a clear goal is disastrous for any construction project. Experienced construction managers know how to set clear goals. They also understand how to achieve them in the most logical and profitable way. The implementation of pre-construction planning by the construction managers ensures that the key stakeholders involved in the project work in harmony toward the success of the project. Everyone has a clear idea of what needs to be achieved. More importantly, they know exactly how to perform their part in the plan. Pre-construction planning helps determine project deadlines. Also, create a schedule to ensure all tasks are completed on time. A pre-determined schedule increases the chances

that important project milestones will be achieved on time. With clearly defined goals, timelines, cost estimates, and your design, a project should run smoothly and successfully. However, if unexpected events or issues arise, it is important to consider those risks and issues during the pre-construction phase. Recognizing potential roadblocks and setbacks helps everyone on the team move forward with quick and effective solutions. Project costs are estimated during the pre-construction planning stage. An experienced construction manager will provide an accurate estimate for the subsequent work. More importantly, they stick to these estimates throughout the project. Pre-construction planning helps ensure that all factors in project cost are considered. It also prevents unwanted surprises along the way. No project goes perfectly according to plan, but a well-designed monitoring and evaluation plan can help projects stay on track and function well. A plan and oversight plan helps define the scope of the project, determine interventions when problems arise, and let everyone know how those interventions will affect the rest of the project. When a problem arises that cannot be resolved, a quick and effective solution can be implemented. Every project needs resources. The amount of money available determines things like the number of people working on the project, the scope of the project, and the solutions available if things get out of hand. Without planning and controlling, it's not clear which areas need to be prioritized. Resources can easily be wasted in areas that are not at the root of the problem. Monitoring and evaluation help avoid this waste. Mistakes and failures are part of every organization. Monitoring and evaluation provide a detailed blueprint of everything that worked and didn't work during the project. In-depth monitoring and assessment documentation and templates help organizations identify specific errors as well as deduce the cause of problems. Organizations often learn more from failure than from success. It takes many organizations time to develop a good monitoring and evaluation plan. This process is very useful for the

organization. There is also a need to develop methods for collecting, distributing, and analyzing information. Developing monitoring and evaluation plan also requires an organization to determine the desired outcomes, how to measure success, and how to adapt the overall project to achieve those outcomes. Good organizational skills are useful in all areas of an organization. Each team member provides an important perspective on how a project or program is performing. By cultivating diversity of thought and exploring new ways to gather feedback, the benefits of monitoring and evaluation increase. Monitoring and evaluation tools like surveys are only truly useful when they include a wide range of people and responses. All voices matter in a good monitoring and evaluation plan.

17. Time Management Skills

Effective time management is about using your time productively to get everything you set out to do. It organizes and schedules your time between the tasks you need to complete. This can include homework, projects, study groups, or extracurricular activities. Good time management requires that you focus activities on results. Being busy doesn't mean you're efficient. With good time management, you can complete your tasks with minimal effort and make the most of your time by working smarter, not harder. Good time management helps to construction managers reach their goals faster. Good time management makes managers more effective. Instead of multitasking, focus on one activity at a time over a period. This way, construction managers give the best of themselves, so they can reach their goals faster. With good time management, construction managers can set aside time to work on their projects. Construction managers can easily get stressed out when they have a long list of things to do and they don't have enough time to do them. Good time management allows them to prioritize tasks and tackle them first. This way they know exactly what they need to do and how much time they need for each task. It

reduces their anxiety and overall stress because they have plenty of time to do everything. Procrastination is a slippery slope that leads to stress, frustration, and bad grades. Setting aside time for a task gives construction managers the motivation they need to complete it. It helps them overcome laziness, which often contributes to procrastination. Good time management also allows managers to allocate enough time and get help to tackle the task. However, by managing your time well, you can get your job done on time. This instills a sense of confidence and accomplishment in your abilities. Going through a long to-do list can also trigger these feelings and can act as a motivator to improve your time management skills. Learning good time management skills can help you outside of school as well. When you are hired, it can help you become a reliable employee who delivers high-quality, dedicated work on time. This enhances your value as a manager, improves your professional reputation, and opens more opportunities to advance your career.

18. Research Skills

Research skills can be described as the ability to provide in-depth information, detailed analysis, and meaningful advice on a specific topic after extensive research into that topic. This includes articulating the problem, citing good sources, and explaining findings and results in report form. Research skills help people identify a problem; gather information to help solve the problem, evaluate the quality and importance of these resources, and find an effective solution to the problem. According to Birt (2020), research skills are the ability to find an answer to a question or a solution to a problem. These include your ability to gather information about a topic, view data, and analyze and interpret details to find a solution. Research skills are essential to advancing your career because they are directly related to your ability to gain insight and inspire action in yourself and others. With the help of research skills, the construction manager can fill in known gaps that will help him or her complete the

project more efficiently or successfully. These skills not only help people write better research papers, but also teach them all the problem-solving skills they need to solve problems in the workplace.

19. Interpersonal Skills

Interpersonal skills are important in personal and professional life when interacting and working with groups and individuals. People with strong communication skills tend to build good relationships and work well with others. They understand family, friends, colleagues, and customers very well. Interpersonal skills are skills and talents that help you communicate and interact with other people. There are very few jobs where someone works 100% alone; even roles you might think are mostly solo affairs require human interaction and teamwork. Simply put, interpersonal skills are the tools you use to get along with other people. Think back to your childhood on the playground: remember what happened to the kids who didn't play nice, didn't share, and acted like all kinds of gremlins? Other children refused to interact with them. A similar dynamic can occur in the workplace if you lack good communication skills. An inability to work and interact positively with others can destroy your career. No one will put your name up for that promotion or think of you when they discover an opportunity that you would otherwise be perfect for. You can be a great software engineer, art director, or marketing manager, or construction manager; but ultimately, if the work is unpleasant and burdensome, the value of these technical skills is limited. The negative consequences of poor interpersonal skills can damage more than an individual's career; Organizations that employ people without these skills also suffer. A lack of interpersonal skills leads to ineffective coordination - difficulty coordinating interactions between co-workers. Time is simply wasted waiting for responses to inquiries. This causes unwanted messages such as low-priority calls and emails. It also creates barriers to collaboration - factors that directly hinder communication between

employees. Interpersonal abilities incorporate self-confidence, relationship administration, and collaboration aptitudes. The ability to work well together as part of a team allows the team to work together more productively and execute the project more efficiently. Relationship management skills are also important because they enable the construction manager to develop and maintain relationships with customers, vendors, and team members. The right level of trust can also improve team confidence, boost morale and enable better results.

20. Human Resources Management Skills

Human resource management is an umbrella term that includes activities that help you manage your employees. This starts from the moment recruitment and hiring begins and includes performance management, employee development, and effective communication. This continues with the establishment of proper protocols for firing employees and continues beyond that. With human resources management skills, construction managers can secure top talent. Attracting the industry's leading talent requires a lot of commitment. It takes time, energy, and money. By defining your company culture based on your mission, vision, and values, you attract strategic talent. You gain access to industry expertise and knowledge that enables you to make informed decisions more effectively. Staff retention improves when construction managers have good human resources management skills. Real-time feedback can uncover hidden problems, find solutions to problems, and ensure your employees feel valued. Using proven performance management tools, you can turn your employees into productive and efficient teams. Team building can help your employees reach their full potential, which can lead to increased business productivity and profits. An important part of personnel also ensures the safety of employees during their work. By using on-site risk management programs and industry-specific assessments, you can reduce the likelihood of workplace accidents. Good

human resources management skills can help reduce compliance issues. One of the things that make it difficult for human resources management is relying on back-office resources to get things done. By partnering with an external professional employer organization (PEO), you get access to a complete human resources management software platform with self-service and mobile tools that allow you to manage your resources in real-time. This way you can save time and energy and get instant access to the information you need to make the right decisions. Your employees or team members will also benefit from the human resources technology platform. This technology integration gives you access to the human resources information you need anytime, anywhere

21. Knowledge of Stakeholders' Needs

All companies have stakeholders. Stakeholders can be anyone your business interacts with. It could be the local community around you, the government around you, your employees, customers, competitors, or anyone who interacts with you and your business. Stakeholders are very important for companies to optimize marketing and communication strategies. By identifying your stakeholders, you will learn who is connected and interested in your business, what financial or emotional investment they provide to your business, and what your company's reputation is. In this way, companies can promote, communicate and sell their products/services to the right people who actively need them. Why do we need to identify the needs of all stakeholders? It is important to identify the groups that are most important to know your target market. The relationships identified in your list of key stakeholders allow your business to build positive networks, develop credibility, understand where gaps exist, and tell you what has made your business successful. Lyon (2020) found that if you don't know your stakeholders, you're not only wasting

your time and money, but you're also wasting the time of someone who doesn't need the product or service. This can lead to annoying potential future customers and weaken your business brand. To identify stakeholders, you need to conduct a stakeholder analysis that guides and prioritizes the most important stakeholders for your business. You will learn which communication channels and strategies will effectively reach your stakeholders, and you will successfully communicate your key messages clearly. You know which posts on your social media platforms or website will keep your target market engaged. You have the power to adjust your strategies to attract people who will positively affect your business. This saves your organization time and money and increases engagement with your audience. This is why this skill is imperative when hiring a construction manager.

22. Understand Project Objectives

A clear project goal will help you know where you are going with your project. Without a project goal, you have no easy way to know whether your project succeeded or failed—and you can't plan improvements for the next project. If team members do not have a clear understanding of how their work fits into the larger projects and company goals, they will be less motivated and less engaged. Note that project goals are not company goals; they are an intermediate step that connects individual work to project work with your company goals. So when you have clearly defined project goals, your team members can constantly evaluate their work and focus on the goals when they drift. Construction managers need to think of their goals as a compass that helps their team continue in the right direction.

23. People Skills

People skills are transferable and evergreen. Unlike technical skills, which may only be relevant to one company or industry, or even only for a certain period of time, people skills have lifelong value. The ability to communicate well and collaborate with others will never lose its importance, regardless of the coming and going trends of the industry or the strategic direction of your company. On a personal level, because people skills are generally useful, they can help you move more smoothly into new industries or even a new career. People's aptitudes can enhance their capacity to memorize other abilities. Learning a new skill requires listening, asking questions, clarifying understanding, and often reinforcing new skills by practicing with others. The better you are at actively listening, asking thoughtful questions of others, communicating clearly, and collaborating with team members, the more likely you are to learn faster and remember more. Human skills can bridge generational gaps. If you want to bridge generational gaps, give people the common tools and frameworks they need to communicate more effectively with each other. People skills can resolve philosophical or personal differences. People who work together don't always agree with or like each other. But disagreements can be overcome, or at least respectfully productive if people have the active listening skills and communication tools needed to respond to colleagues' concerns or comments without getting defensive. People skills can reduce the pain of change. While you can never eliminate it, you can manage it with clear and targeted communication. People skills can improve performance. Poor communication costs companies a lot of money, time, and resources.

24. Critical Thinking

Critical thinking is the analysis of available facts, evidence, observations, and arguments to make a decision. The subject is complex; there are several different definitions, which usually include a rational, sceptical, and unbiased analysis or evaluation of factual evidence. Crockett (2019) believed that critical thinking skills promote curiosity. Curiosity helps us gain a deeper understanding not only of the world around us but also of the things that matter in our experience of that world. This applies to the subjects we teach at school and the subjects we consider important in our daily lives. Effective critical thinkers are still interested in many topics and usually have broad interests. They maintain a curiosity about the world and people, and an understanding and appreciation of the cultures, beliefs, and perspectives that are common to our humanity. Because critical thinkers are curious by nature, opportunities to apply critical thinking skills are around them all the time. The desire to think critically about even simple things and tasks, show a desire for constructive results. Effective critics also don't take anything at face value. They never stop asking questions and enjoy exploring all sides and deeper facts of a problem with all kinds of data. It increases creativity. Critical thinkers are also the most creative thinkers. Creativity has unquestionably established itself as an important skill in the modern collaborative workforce. Critical thinking largely depends on a person's ability to be creative. When companies are creative with their products and their advertising, they succeed in the global market. The change in valuing creativity and its ability to increase turnover by increasing product value can be seen in all market segments. Critical thinking also strengthens the ability to solve problems. Those who think critically are usually instinctive problem solvers. The hallmarks of a true critical thinker are patience and dedication to truly understand a problem. This is the main reason why strong critical thinking skills are essential to being an effective problem solver.

Developing strong critical thinking skills prepares us to face complex problems that matter to the world. Critical thinking is known to span many disciplines and a wide range of cognitive skills. Indeed, one could say that it is an interdisciplinary activity of the mind, and the mind needs to be trained to stay healthy just like a muscle. Critical thinking promotes independence. Independent thinking skills are at the forefront of learning to be not only a great thinker but also a great leader. Such skills teach us to understand the world based on personal experience and observation and similarly make critically informed decisions. As such, they gain confidence and the ability to learn from mistakes as they build a successful and productive life.

25. Systems Thinking Skills

Companies are constantly trying to grow and solve problems in their organization with the help of different systems. An organizational system can have several elements or subsystems, each of which has its own cause-and-effect relationships. Systems thinking approaches can help you understand these relationships and use that knowledge to adjust the system until it achieves the desired results. You can achieve this by analyzing the elements of the system and how they can affect each other in the workplace. Elements of a workplace system can include personnel, technology, and information. System thinking typically involves examining the relationships between these elements and how they affect each other. Systems thinking can help you find new ways to improve efficiency and resource efficiency. Studying the interactions between an organization's system and its elements can help develop new ideas and innovations. It also allows you to quickly identify problems and test new solutions to those problems. Mistakes can happen if you make decisions without proper research or systematic analysis. System thinking helps you anticipate the consequences of decision errors and minimize their impact on the system. Before making management decisions, it is important to

thoroughly analyze the system. Understanding the relationships between system elements can help you make realistic plans. Construction managers can set achievable goals for the organization based on their information system and the interaction of its elements. Based on this, construction managers can even create a strategy for the future of the wider company that will help motivate them and their colleagues. Systems thinking can fix broken models. Construction managers can integrate the goals of different departments and projects into the new system design. If they find that the operation of one system can positively affect the operation of another system, they can change the future to emphasize this cooperation. Construction managers can also use a similar process to reformat a broken system.

26. Business Management skills

The business plan is a guide for companies. It performs the following main functions such as providing a logical and structured overview of the company, and highlighting the main activities carried out at different stages. It provides guidance for benchmarking ongoing progress. It determines the key resources (manpower, machinery, time, etc.) needed at different stages of the company's growth. This contributes to participative management because all employees are aware of upcoming activities. It also provides an authentic document to communicate aspects of the company with financiers, the board, and other stakeholders.

27. Discipline Skills

Thakur (2019) defined discipline as the ability to give up immediate gratification or pleasure in favor of some greater good or more satisfying result, even if it requires effort and time. This ability leads to self-confidence, self-esteem, and inner strength, and thus happiness and contentment. On the other hand, a lack of self-discipline can lead to failures, losses, health and relationship problems, obesity, and other problems. Self-discipline gives you the strength to stick to your decisions and implement them without changing your mind and is therefore one of the important

prerequisites for achieving your goals. It is a very useful and necessary skill in everyone's life, and although most people understand its importance, few do anything to develop and strengthen it. Self-discipline allows you to choose and persist in actions, thoughts, and behaviours that lead to healing and success. It also gives strength and inner strength to overcome addictions, procrastination, and laziness and overcome whatever you do. It is a very useful and necessary skill in everyone's life, and although most people understand its importance, few do anything to develop and strengthen it. Often, life brings challenges and problems to success and achievement. To overcome this, you have to act persistently, which requires self-discipline. Discipline also helps heal and overcome eating disorders, addictions, smoking, drinking, and other negative habits. Self-discipline is critical to overcoming eating disorders, addictions, smoking, drinking, and other negative habits. It is also an important prerequisite for studying and learning, developing any skill, and the success of self-improvement, spiritual growth, and meditation. Developing this skill helps to avoid impulsive actions; to continue working on the project even after the initial enthusiasm has faded; go to the gym, walk or swim if you just want to lie down or sit and watch TV. Learn to wake up and wake up early. Give up the habit of watching too much TV; meditate regularly; overcomes laziness and procrastination; Keep your promises to yourself and others. Discipline skills make it easier to learn the value of time. Time waits for no one. Discipline is not just about embodying good and bad or following a morally correct way of life. It also becomes one of the ways to control and control your feelings. When you are faced with a confusing and stormy situation, you must stay away from your anxiety, fear, and all the negativity that you can summon into your mind. Letting your emotions takeover would leave you exhausted and overwhelmed. Making choices is one of the most powerful and exhausting powers humans have been given. You can make a good choice and choose a better

one today and tomorrow or make a bad one and walk away. Adopting a disciplined self would help you distinguish between what is right and what is against the nature, law, and rules of civil society. Discipline helps to become active. When you choose the lines of discipline, you realize that life is not about sitting and waiting for a knock on the door. The awareness that sitting and thinking for hours, days, weeks and months will not help. Then you become active and take responsibility for your life. You, in turn, will become a better and improved version of yourself if you shed the lingering laziness that has prevented you from taking a step toward your dream for a long time. Discipline helps achieve success in both academics and careers. It will also help you become the best version of yourself. Success only comes when you earn it. We cannot deal with our current personalities. So we need corrections every day. To succeed in life, we must become the best version of ourselves. Self-discipline helps us improve ourselves every day. However, self-discipline is essential for success and growth in life.

28. Self-driven Skills

Eatough (2022) found that self-motivation, or self-management, is an internal pull that leads to action to achieve a goal. It keeps us going even when we don't want it to. Successful people did not become successful by being indifferent to their goals. They achieve their goals and keep setting new goals because of their own motivation. Self-motivated skills help to learn to present our best self in every task; become more flexible, because achieving goals requires time and effort. We have a passion to succeed because passion drives people; help seek feedback as a learning opportunity and take initiative to improve time management. When you're self-motivated, you do more than just give yourself a chance to check off a to-do list. Self-motivation also means having enough self-awareness to know what works for you and what doesn't. Instead of relying on others to give you a reason to act, your motivation comes from within. Your desire stems from your interests, values, and

passions, not from someone else's control. As the name suggests, self-motivation works through you, internally. It does not depend on others. When you motivate yourself, you push yourself to achieve your personal goals through hard work and passion. You are the one who looks for new opportunities and does the inner work necessary to make long-term changes. It requires constant effort, self-discipline, and true self-confidence. It affects both your work and your personal life. You can struggle without it. However, self-motivation is the secret weapon that helps construction managers for achieve goals.

29. Forecasting Skills

Business forecasting consists of tools and techniques used to predict changes in business such as sales, costs, profits, and losses. The purpose of business forecasting is to develop better strategies based on these informed predictions; helping to eliminate potential breakdowns or losses before they occur. Forecasting is valuable to businesses because it enables them to make informed business decisions and develop informed strategies. Financial and operational decisions are made based on current market conditions and future forecasts. Past data is aggregated and analyzed to find patterns that are used to predict future trends and changes. Forecasting allows your business to be proactive instead of reactive. Forecasting can help you set goals and plans. Forecasting allows companies to set reasonable and measurable goals based on current and historical data. Analyzing accurate data and statistics helps companies decide how much change, growth, or improvement is considered a success. Achieving these goals helps assess progress and adjust business processes if necessary to continue on the desired path. Forecasting skills can be used to build a budget. Visibility into potential trends and changes helps companies know where to allocate their budget and time to specific offerings such as products, and services or internal areas such as recruitment and onboarding strategy. Forecasting skills can help anticipate changes in the market. In addition to current knowledge, predictions about what will

happen in the future help companies change their business strategy and change their current actions to change results. Forecasting helps businesses to be proactive rather than reactive. If there is a trend that predicts a market takeover, or if the data shows changes in consumer behaviour, it is important to adapt to the general market and optimize resources to differentiate yourself from the competition.

30. Safety knowledge Skills

The impact of casualties cannot be measured. They can also have serious consequences for workers and their families and friends. Therefore, occupational safety and health measures are necessary. They are essential to the well-being of both employers and employees. The sense of security that comes from knowing you will return home safely from work is more important than anything else. Occupational safety and health risks exist in every company. Factors affecting occupational safety include hazardous working conditions, environmental hazards, drug abuse, and workplace violence. To combat safety risks, employers must create strategies that ensure and promote occupational safety. Construction managers also need to learn the safety and security aspects their employees want. This helps increase productivity and quality. There is strong evidence that doing good work is good for mental and physical health and well-being. Proper occupational health and safety can bring many benefits to people and organizations. This helps construction managers protect workers. The purpose of following occupational health and safety guidelines is primarily to protect employers and their employees from injury, illness, or other harm in the workplace. One of the main benefits of following health and safety practices is the prevention of common occupational injuries such as back pain, falls from height, asthma, slip and trip injuries, and asbestos-related diseases. Absenteeism could be reduced with a good and safe work environment. Therefore, following occupational health and safety guidelines and maintaining a safe workplace reduces the risk of work-related illnesses

and accidents, and thus employee absences. Employers also save money to cover the immediate costs of absence from work, such as paying wages. Better safety means better health. Healthier employees perform tasks more efficiently and are generally happier. Productivity improves when job security is improved. When team members can work in a safe environment, it improves morale and overall productivity. By maintaining occupational health and safety practices, thereby reducing absenteeism and improving productivity, more money can be saved by retaining employees. The money spent on absenteeism and recruitment processes decreases and the business income increases. A safer environment promotes productivity. Productive employees are an asset to all businesses. When construction managers are concerned about the safety of their workers, workers tend to be more confident and comfortable.

31. Quality Management Skills

According to the literature, using ISO 9001 can help ensure that your customers receive consistent, high-quality products and services. This, in turn, can lead to new business activities as well as: better efficiency and less waste; better and consistent control of core business processes; better understanding of customer needs; regulation of successful practices; improved risk management; increased customer satisfaction; improved employee involvement, better internal communication; better consistency in product and service quality; distinguish the company from competitors; increased profits; reducing costly errors; exploit new markets; more effective management of economic growth; and embedded quality culture. However, a construction manager who is thoroughly familiar with quality management procedures can guide the company and lead it to success. Quality management systems have been found to enable companies in highly regulated industries to consistently implement quality processes to produce products that meet customer expectations and regulatory requirements. The enemy of quality

management is inconsistent performance. Without standardized operations, your organization cannot consistently ensure product quality or improve efficiency. Operational continuity is an important part of quality management systems. Implementing a quality management system requires companies to define and describe best practices in all business responsibilities, from quality control to management reviews. Establishing standard operating procedures (SOPs) and established checks and balances minimizes the risk of deviations and maximizes organizational efficiency. Implementing a QMS helps companies achieve stability in project activities and directs efforts to produce high-quality products that meet customer expectations. A consistent approach can save money. Operational consistency can provide other measurable benefits, such as shorter processes, fewer customer complaints, and greater predictability. Continuous improvement is one of the basic principles of ISO 9001 and other quality systems. Continuous improvement should be the primary goal of every employee to embrace the principles of incremental improvement and breakthrough improvement. An effective quality management system should create standardization where standardized processes add value and promote flexibility when necessary to achieve quality goals or for continuous improvement. One area where a quality management system should encourage flexibility is in making evidence-based decisions based on real-time monitoring of systems and data. Evidence-based decision-making can benefit an organization by removing subjectivity from management. Real-time use of information can drive continuous improvement toward strategic goals. However, a competent construction manager must understand that management systems can improve efficiency by preventing problems during the product life cycle, providing the means to identify problems before they lead to rework, waste or deviations.

32. Ability to Learn

Rodriguez (2022) revealed that construction managers and team members must have the ability to learn new things because learning new things ensures safety. Getting to know each other keeps your mind busy and your body busy. With it, you get fresh insightful views of the world around you. It helps you learn new knowledge, trains your brain to deal with various obstacles, and keeps your neural pathways working. All these factors keep you healthy. Learning is also exciting and rewarding and can be therapeutic for a troubled mind. It helps you discover your unknown potential, so with one career, you stop beating yourself up for failure. Developing your skills will help you realize how useful you are to people, and it will make you happy and mentally healthy. Learning new things opens up many opportunities for growth. You have an excellent opportunity for promotion while you study the program. No matter what new skills you learn, there is always a new opportunity. New revenue streams are very important, especially now that most of the world's economies are facing financial difficulties. The ability to learn improves your ability to adapt to any situation. Many employees struggle at work when a new Chief Executive Officer arrives, or drastic changes occur in their daily work. . For example, if you take a time management course, you will have more flexibility and space to adapt to change. Time management training will also help you adopt new ways of working for optimal performance. Also, note that the ability to learn new skills builds confidence and promotes a growth mindset. It will help you grow as a professional and as an individual. Learning new things keeps you informed. As a professional, you must keep up with technological developments; otherwise, you will be replaced as soon as possible. Note that the job market is constantly evolving, the economy is changing, and technological advances are spreading to all industries. It would be impossible for you to achieve your career goals without retraining and flexing your professional muscles. You can't stay ahead of your competitors without knowing something they don't know. When you learn new

skills, you can adapt to any situation. It gives you a sense of accomplishment. Know your worth and the work that can be done with you. Your new opportunities are created; it makes you feel important and motivated. It is also interesting that not only in professional life but also as a person. You can grow by acquiring new skills. You can improve yourself. It also gives access to new and different opportunities. You can develop yourself and that is growth. Learning new skills means you can do more work or invest in many jobs. From now on, you can earn more than you deserve. It facilitates your income in your workplace. When you learn a new skill, you feel like you've accomplished a lot. And you are also interested in learning new skills from others, as you know, acquiring new skills is very beneficial for you. Skills give you success. You get creative and new ideas by learning new skills. You can solve any tedious work with your creative ideas. You can achieve new goals and set new goals as well. Learning new skills gives a new feeling. With your new skills, you can invest in any unknown. Life is about learning new things. In addition, success in professional life also depends on learning new skills. Adapting new skills to your professional life gives you a sense of accomplishment. Know your worth and the work that can be done with you. However, a construction manager with new skills can attract co-workers and this can lead to promotion, job security, good job offers, increased knowledge, and confidence.

33. Ability to Seek Advice

Garvin and Margolis (2015) believed that asking for and giving advice is central to effective leadership and decision-making. But managers rarely think of them as practical skills they can learn and improve. Receiving instructions is often seen as passive consumption of wisdom. And counselling is usually seen as a skill of good judgment—you either have it or you don't—rather than a skill to be acquired. Those who are truly open to guidance (not just looking for confirmation) develop better solutions to problems than they can alone. They add nuance and texture to their thinking

— and research shows they can overcome cognitive biases, self-serving reasoning, and other logical flaws. Those who advise effectively exert gentle influence—shaping important decisions and empowering others to act. As engaged listeners, they can also learn a lot from the problems people present. And the rule of reciprocity is a strong binding force. Expert advice often creates an implicit debt that the recipients want to repay. However, advisers and counseles must overcome important obstacles, such as a deep-rooted tendency to favor their own opinions, regardless of their merits, and the fact that careful listening is difficult and time-consuming work. All communication is a subtle and complex art. It requires emotional intelligence, self-awareness, restraint, diplomacy, and patience on both sides. The process can fall apart in a number of ways, and distorting it can have harmful consequences - misunderstandings and frustrations, decision blocks, poor quality solutions, broken relationships, and personal development - at significant costs to individuals and their organizations. When you ask for support, you maintain focus and energy when the task is shared with others. You create more flow, which makes the journey fun and easy. When you ask for support, you create an opportunity for others to share their gifts and talents. You let others shine and learn more about others' strengths and passions. When you ask for support, you let others experience the joy of giving. When we give or receive a gift, oxytocin is released, a powerful hormone that stimulates bonding. When you ask for support, you trust others, which builds trust between you and your supporters. When you ask for support, you are telling them that you are imperfect, just like everyone else, and that others can see you. No one is idealized and everybody has room to develop.. However, strength lies in being vulnerable, in being human. We are designed to create life-changing experiences together.

34. Full Commitment Skills

According to Krajcsák and Iren (2013), Work commitment, or job commitment, is defined as the

enthusiasm of an employee for the tasks given at the workplace. It is the sense of responsibility that a person has to the goals, mission and vision of the organization he joins. Asserting your loyalty to your specific industry and workplace is an important step in advancing your career. Commitment and initiative in the workplace strengthen working relationships and can lead to better overall performance. Showing a commitment to success at work earns the trust and respect of management and can position you for potential leadership positions and career opportunities. Engagement at work is important because employers are often looking for people who can help a company or organization succeed and take an active role in ensuring the company's success through their professional development and engagement. A balanced workforce with low turnover allows the company to invest in employees, offering high-quality professional development opportunities and creating a positive company culture. Your enthusiasm for your work and workplace helps secure your role in the company and makes you a reliable employee who supports the company's long-term vision, mission and goals. The credibility you gain when you're engaged at work makes you a valuable employee, highlights your strengths, and can alert your manager to promotions at your company. You can also use your honed skills to demonstrate your commitment to the job on your resume as evidence of transferable skills that will help you make a career change. Use your skills to develop your career. Engaged employees bring added value to the organization through their determination, proactive support, relatively high productivity, and quality awareness. Dedicated employees are also less likely to get sick or leave the organization. Disengaged employees can work against the organization and slow down the organization's success.

V. RESULTS AND DISCUSSION

Findings from the 8 vibrant employers of labour revealed the key construction project management skills that are necessary when engaging construction managers in projects of significant value. These project management skills are indicated as follows:

EMPLOYER A

Employer A indicated that the most interesting skills to look for are communication skills, negotiation skills, delegation, flexibility, industry knowledge, and risk management skills.

EMPLOYER B

Employer B indicated that the most imperative skills to look for are construction planning, human management, understanding project timelines, stakeholder needs, project purpose, community involvement, and reporting timeously.

EMPLOYER C

Employer C indicated that the most crucial skills to look for are project management, critical thinking, systems thinking, people skills, business management, construction management, and cost management.

EMPLOYER D

Employer D was of the view that the most important skills to look for are communication skills, leadership skills, problem-solving, money management skills,

construction knowledge, and people management skills

EMPLOYER E

Employer E indicated that discipline and self-driven, forecasting, ability to execute proper planning, overseeing the project, good communication skills, tracking and monitoring projects, safety complaints, being within the budget, and quality control should be considered when hiring a construction manager.

EMPLOYER F

Employer F was of the opinion that the most key skills to look for are communication skills, leadership, team building, delegation, the ability to work under pressure, interpersonal, and problem-solving skills.

EMPLOYER G

Employer G specified that the most significant skills to look for are, can do, will do, will learn, ask for advice, and ability to apply known technologies in strategies in new ways.

EMPLOYER H

Employer H indicated that commitment, risk management, organizational skills, exceptional communication skills, and good leadership skills are the key indicators to consider when engaging a construction manager.

FIGURES AND TABLES

Table 1. SUMMARY OF FINDINGS

		EMPLOYER	A	B	C	D	E	F	G	H
	SKILLS									
1	Communication		✓	✓		✓	✓	✓		✓
2	Delegation		✓					✓		
3	Negotiation		✓							
4	Industry Knowledge		✓							
5	Risk Management		✓							✓
6	Flexibility		✓							
7	Construction Planning & Monitoring			✓	✓		✓			
8	Human Resources Management			✓						
9	Understand Project Timelines,			✓			✓			
10	Understand Project Purpose			✓						
11	Understand Stakeholder Needs			✓						
12	Critical Thinking				✓					

13	Systems Thinking				✓					
14	People Skills				✓	✓				
15	Financial Management				✓	✓				
16	Business Management				✓					
17	Leadership Skills					✓		✓		✓
18	Problem-solving					✓	✓			
19	Industry knowledge					✓			✓	
20	Discipline						✓			
21	Self-driven						✓			
22	Forecasting						✓			
23	Safety Knowledge						✓			
24	Quality Control						✓			
25	Team Player							✓		
26	Ability to Work under Pressure							✓		
27	Interpersonal Skills							✓		
28	Technology Knowledge								✓	
29	Seek for Advice								✓	
30	Ready to Learn								✓	
31	Full Commitment									✓
32	Organizational Skills									✓

The research showed that 6 out of 8 vibrant employers of labor are very concerned with the ability to communicate effectively before they will engage any construction manager in the construction business. This means that construction managers who lack effective communication skills may likely have less chance to secure a management role in the construction environment where effective communication skill is highly needed. 2 out of 8 employers believe that delegation skill will play an imperative role in the recruitment process. Perhaps, many employers of labor do not normally agree with the construction manager delegating responsibility due to fear of project failure. 5 out of 8 employers considered negotiation skills, industry knowledge, and flexibility skills as key indicators when recruiting construction managers for projects of great value. However, it is clearly understood that these 3 critical skills contribute much toward the project's success. Also, 2 out of 8 employers noted risk management skills, understanding project timelines, people skills, financial management skills, problem-solving skills,

and industry knowledge skills as imperative factors to consider when hiring construction managers. This indicates that any construction manager with little or no attributes mentioned above may have little to contribute toward the successful delivery of a construction project. Therefore such construction managers may have little or no opportunity to be hired in the construction business. The report in Table 1 above indicated that the issue of human resources management skills, understanding stakeholders' needs, critical thinking ability, business management skills, discipline & self-driven, forecasting attributes, safety knowledge skills, quality control ability, team player attributes, ability to work under pressure, interpersonal skill, technology knowledge, ability to seek advice, ready to learn new things, full commitment, and organizational skills need to be addressed because the employers of labor in the construction industry have considered them as critical indicators that can influence the chances of construction managers being hired in the construction business. However, 3 out of 8 employers believed that

construction planning & monitoring skills, and leadership skills should be considered as a major selection criterion when engaging a construction manager in construction projects of exclusive value. 32 imperative management skills were revealed by the employers as shown in Table 1 above. The literature also discovered research skills and openness to feedback as added advantages. It is clear from the findings that every employer has his or her own special skills in mind when recruiting any construction manager in the construction business.

VI. CONCLUSION

This study provided insight into project management skills employers of labour normally look for when recruiting construction managers in the construction business. The value of project management skills in the construction industry should not be neglected. These skills posed a major challenge that can lead to project failure and low productivity in the construction industry. The study identified 34 critical skills employers of labour may consider when hiring construction managers. The success of any construction project is determined by the capability of the construction manager on board. Experienced construction manager helps the company to save money and enhance the company's reputation in the business. Productivity in the construction business can be improved by using project management software. If construction managers involve everyone on the same page, then, everyone's chances are better coordinated for a successful project. A good communication and teamwork environment reduces the cost and wasted time of sending and receiving messages between team members during different phases of the project. Knowing project management skills is of great value to successful project delivery. Construction managers should be involved in project management skills refresher training to function well. It is also quite interesting to note that no matter how skilled the construction manager is, if the employer (as the major

stakeholder) is not communicative and proactive in responding to notifications, the construction manager will still not deliver. However, all stakeholders are needed as a team to achieve greater success in the construction industry.

VII. RECOMMENDATION(S)

Further studies are required to identify how project management skills could be developed.

ACKNOWLEDGMENT

The author wishes to extend sincere thanks to the employers of labour who were able to spend their time to participate in this study.

VIII. REFERENCES

- [1]. Ahmed R. (2013). Qualities of Project Managers
- [2]. Al Kazaz H. A., and Dr. Shibani A. (2016). The Impact of Managers' Leadership Skills on Construction Project Performance in Dubai. *International Journal of Managerial Studies and Research (IJMSR)* Volume 4, Issue 6, June 2016, PP 73-94 ISSN 2349-0330 (Print) & ISSN 2349-0349 (Online) <http://dx.doi.org/10.20431/2349-0349.0406008> www.arcjournals.org
- [3]. Amoah A., Berbegal-Mirabent J., and Marimon F. (2021). What makes the Management of a Project Successful? The Case of Construction Projects in Developing Countries. *Journal of Construction Engineering and Management*, 147(12), 04021166. DOI: 10.1061/(ASCE)CO.1943-7862.0002196. [https://doi.org/10.1061/\(ASCE\)CO.1943-7862.0002196](https://doi.org/10.1061/(ASCE)CO.1943-7862.0002196)
- [4]. Birt J. (2020). 20 essential skills every project manager should have.
- [5]. Birt J. (2020). What are Research Skills? Definition, Examples and Tips.
- [6]. Burger R. (2015). What Are Employers Looking for In Construction Managers?

- <https://blog.capterra.com/employers-looking-construction-managers/>
- [7]. Borg, J. and Scott-Young, C. M. (2020). Employers' Perspectives on Work Readiness in Construction: Are Project Management Graduates hitting the Ground Running?. *International Journal of Managing Projects in Business*, Vol. 13 No. 6, pp. 1363 -1379. <https://doi.org/10.1108/IJMPB-10-2019-0238>
- [8]. Carmack N. (2016). 5 benefits of delegation – empower your team
- [9]. Chron (2020). The Advantages of Organizational Skills
- [10]. Crockett L. (2019). 6 Benefits of Critical Thinking and Why they matter
- [11]. Derrick L. (2022). 10 Key Skills Every Construction Project Manager Should Master
- [12]. Eatough E. (2022). Learn How to be your own best Ally for reaching your goals
- [13]. Ekwuno, A. O. (2022). The Value of Effective Communication in the Construction Industry. *International Research Journal of Engineering and Technology (IRJET)*, Volume: 09 Issue: 09 | Sep 2022, Page 392 – 414.
- [14]. Ekwuno. A. O. (2022). Analyzing the Project Delay Causes in the South African Construction Industry. *International Journal of Innovative Science and Research Technology*, 7(5), 1096–1107. <https://doi.org/10.5281/zenodo.6827748>
- [15]. Garvin D. A. and Margolis J. D. (2015). The Art of Giving and Receiving Advice
- [16]. Grossman D. (2020). The Benefits of Delegation and Why Most Leaders Under-Delegate
- [17]. Hall R. (2020). Why Forecasting is Important for Business Success?
- [18]. Hogan P. (2020). 10 Must-Have Skills to Be a Successful Construction Project Manager
- [19]. Ijaola I. and Ogunsanmi O. (2018). Construction Managers' (CMS) Skills and Project Performance. *Built Environment Journal* vol. 15 no.1, pp 1 – 12.
- [20]. Joubert S. (2019). 7 Essential Skills for Project Managers
- [21]. Kakar S. (2019). 8 Necessary Skills Any Construction Project Manager Must Have
- [22]. Krajcsák Z. and Iren G. (2013). How to increase workplace commitment? *Periodica Polytechnica Social and Management sciences* 21(1):39. Doi:10.3311/ppso.2155
- [23]. Landau P. (2021). Top 20 Project Management Skills for 2022
- [24]. Leaderonomics (2021). 7 Benefits of Good Negotiation Skills in Business
- [25]. Lyon S. (2020). Why Do You Need to Know Your Stakeholders?
- [26]. Middleton T. (2022). The Importance of Teamwork (as Proven by Science)
- [27]. Misamore B. (2019). 6 Ways Understanding Finance can help you Excel Professionally
- [28]. Mouchi G., Rotimi O. J., and Ramachandra T. (2011). The Skill Sets Required for Managing Complex Construction Projects *Business Education & Administration*, Vol. 3, No. 1, pp. 89-100, Available at SSRN: <https://ssrn.com/abstract=1948634>
- [29]. Netscher P. (2018). What qualities does a good construction project manager require? Oliveros J. R. and Vaz-Serra P. (2018). Construction Project Manager Skills: a systematic literature review
- [30]. Pakseresht A. and Dr. Asgari G. (2012). Determining the Critical Success Factors in Construction Projects: AHP Approach. *Interdisciplinary Journal of Contemporary Research in Business*. Institute of Interdisciplinary Business Research 383 December 2012 vol 4, no 8, page 383 – 393
- [31]. Pettit M. (2020). 6 Benefits of Prioritising Workload
- [32]. Ritchie L. E. (2014). 6 Benefits of a Risk Management Program
- [33]. Rodriguez D. (2022). 5 Benefits of Learning New Skills
- [34]. Rosser J. (2021). 7 Benefits of Effective Leadership for Organizations

- [35].Six T. (2017). 8 Benefits of Risk Management (Beyond Project Control)
- [36].Sunindijo R. Y. (2015). Project Manager Skills for Improving Project Performance. International Journal of Business Performance Management, 16(1), 67-83. doi:10.1504/IJBPM.2015.066041.
- [37].Thakur V. (2019). Top 10 Benefits of Discipline
- [38].Wang Y. and Cheng K. (2022). Expected Competencies of Construction Management Graduates Working in China. International Journal of Innovation, Management and Technology, IJIMT 2022 Vol. 13(1): pp 16-24. Doi: 10.18178/ijimt.2022.13.1.915
- [39].Zulch* B. (2014). Leadership Communication in Project Management. 27th IPMA World Congress, Procedia - Social and Behavioural Sciences 119 (2014) 172 – 181. Doi: 10.1016/j.sbspro.2014.03.021

CONFLICT OF INTEREST

The author declares no conflict of interest in this study.

AUTHOR'S BIOGRAPHY



Origin: Ukpommili – Ifitedunu, Anambra State, Nigeria

EDUCATION:

1. St Mary's High School, Ifitedunu (Former Njikoka High School), Anambra State, Nigeria
2. Federal Polytechnic, Bida, Niger State, Nigeria
3. University of East London, United Kingdom
4. University of Johannesburg, Johannesburg, South Africa
5. Stadio School of Education, Durban, South Africa

QUALIFICATIONS:

1. School Certificate/General Certificate in Education (WAEC)---1982
2. Higher National Diploma (HND) in Civil Engineering --- 1990

3. Master of Science (MSc) in Civil Engineering --- 2003
4. Master of Philosophy (M. Phil) in Engineering Management---2021
5. Post Graduate Certificate in Education --- 2022

INTERNATIONAL EXPERIENCE:

United Kingdom, Germany, France, Ireland, Ghana, Togo, Republic of Benin, Cameroon, Republic of Congo, Namibia, Botswana, Zambia, Angola, Eswatini (Swaziland), South Africa.

PROFESSIONAL ORGANIZATION(S):

1. Professional Member of Engineering Council of South Africa
2. Associate Member of American Society of Civil Engineers.

PUBLICATIONS

1. Analyzing the Project Delay Causes in the South African Construction Industry, June 2022
2. The Value of Effective Communication in the Construction Industry, September 2022
3. Key Factors Employers look for in Hiring Construction Managers for Public and Private Construction Projects, Oct. 2022

Cite this article as :

Anthony Obododike Ekwuno, "Key Factors Employers Look for In Hiring Construction Managers for Public and Private Construction Projects", International Journal of Scientific Research in Science and Technology (IJSRST), Online ISSN : 2395-602X, Print ISSN : 2395-6011, Volume 9 Issue 5, pp. 516-545, September-October 2022. Available at doi : <https://doi.org/10.32628/IJSRST229589>
Journal URL : <https://ijsrst.com/IJSRST229589>