

LEADERSHIP DEVELOPMENT & PEOPLE MANAGEMENT

CASE STUDY TWO: THE SNAGGING STANDOFF AT THE EDGE

The Edge is a Devtraco Plus luxury apartment development in Labone. Twelve units are ready for handover next month buyers have made significant payments and are pressing for keys. The Sales Director, Adwoa, has committed handover dates to all twelve buyers in writing.

The Construction Lead, Kojo, has reported to Adwoa that four of the twelve units still have unresolved snagging items (paint finish, kitchen fittings, plumbing inspection) that fall below Devtraco Plus quality standards. He is refusing to release those four units until snagging is fully complete estimated three more weeks. Adwoa believes the issues are minor enough that handover can proceed, with snagging completed in the units after move-in.

Two weeks ago, this disagreement escalated. Adwoa sent an email to Kojo with the Group CEO copied, accusing the construction team of being "perfectionist to the point of damaging the customer relationship". Kojo replied, copying back, defending construction's standards and accusing sales of "selling what hasn't been built". Both teams are now refusing to attend joint coordination meetings. The buyers are calling the sales office daily asking what is happening.

She has trained her supervisors to sign off most milestones themselves; she signs only the critical ones. She spends most afternoons either coaching one of her supervisors, in cross-functional meetings with sales and customer service, or in design discussions with the architectural team about future phases. Her cluster is on schedule, within budget, and unlike Kwame's has produced two of her supervisors who are now ready for promotion.

You are the Head of Operations, both teams report to you. The CEO has asked you to resolve this by end of week.



DISCUSSION QUESTIONS

- Identify which of the six sources of conflict are at work here?
- How would you apply the five-step conflict resolution conversation to a joint meeting with Adwoa and Kojo?
- Identify the structural problem this conflict has and What would you recommend to senior management?