



SELF-DEVELOPMENT, PROFESSIONAL PRACTICE AND THE MANAGEMENT OF CONSTRUCTION PERSONNEL

ACBA5008

Abstract

This report seeks to cover the following subject matter:

Identifying the role of Management in the construction industry.

Evaluate the ethical requirements of professional practice through the codes of practice available and gain an appreciation and understanding of the principles, tools, methods and processes of consultancy and professionalism

Daniel Collier

1908087

Contents

1. Professionalism & Ethics.....	Pg 2
2. Professional Development.....	Pg 5
3. Leadership.....	Pg 7
4. Teamwork.....	Pg 10
5. Personal Learning Summary.....	Pg 12
6. References.....	Pg 14
7. Appendix.....	Pg 16

1. Professionalism & Ethics

Professionalism and ethics are two key pillars of construction management. These traits contribute to the overall personality of a well-rounded manager. In the world of construction, there are many hazards and risks associated with the average objectives of creating and renovating buildings and structures. This can range widely, including things such as, work-based diseases and exposure to toxic materials, to trips, slips and falls from height. These risks and hazards are not uncommon but can cause great harm and, in some cases, even death. This is where the industry has sought to put in place a level of management to oversee implementation of safe and ethical practices.

Professionalism

It is important that managers in construction are considered as professionals. This is because they are then held to a standard and governed by rules and regulations that they are expected to adhere to within their day to day working life. The construction professional has a responsibility as a person of merit, to ensure that operational tasks are carried out in a safe, sustainable and economic way. They are duty bound by law to ensure guidelines and standards are met.

As part of the duties that a construction manager must carry out, there is also a requirement for a professional approach when dealing with everyday tasks. It is the skill, good judgement and polite behaviour that is expected from a person who is trained to do a job well (Macdonald, 2004). Acceptable standards are used to define the boundaries of a profession. Professionals in the construction industry include the Architect, Quantity Surveyor, Engineers (Structural and Service) and the Project Manager among others. The contribution of these consultants is vital in all stages of a construction project. They are expected to conduct themselves in a professional manner to ensure a project meets the desired standards. Consultants are regulated by established professional bodies and statutory regulations. It follows that there is an established code of conduct to which all professionals must conform to failure to which risk disciplinary measures ranging from huge fines to revocation of practice license. In some extents it might involve serving a jail term.

A lot of what a 'Project Manager' for example, will be dealing with daily is going to be people based. How a PM approaches each situation is going to be relative to a number of factors, i.e. the physical situation, the people involved, the level of seriousness etc. As each case or situation arises, it is very important for a construction manager to be able to adapt and approach in a professional manner. For example, this could mean getting people away from potential hazards directly after an incident with clear and coherent instruction, or it can mean talking to individuals involved in a dispute to diffuse further conflict, using positive and constructive language. In any case, the approach of the professional construction manager needs to be calm, collected and also knowledgeable in order to give the best chance of producing solutions.

As per Bordass and Leaman's Building Research & Information Editorial in 2013, set out what is to be expected as the standard of the modern-day professional following on from study across the sector. The key points that they found to be most relevant and contributory to the industry are as follows;

- Be a steward of the community, its resources and the planet. Take a broad view.
- Do the right thing, beyond your obligation to whoever pays your fee.
- Develop trusting relationships, with open and honest collaboration.
- Bridge between design, project implementation and use. Concentrate on the outcomes.

- Do not walk away. Provide follow-through and aftercare.
- Evaluate and reflect upon the performance in use of your work. Feedback the findings.
- Learn from your actions and admit your mistakes. Share your understanding openly.
- Bring together practice, industry, education, research and policy-making.
- Challenge assumptions and standards. Be honest about what you do not know.
- Understand contexts and constraints. Create lasting value. Keep options open for the future (Bordass and Leaman, 2013)

Ethics

Ethics can be slightly different. Ethics is more personality based and is influenced by the make-up of the individual and the surroundings they have been exposed to whilst growing up. Therefore, it can be complex to estimate how individual construction managers will approach situations from an ethical stand point. There have been theoretical models that have been created and then built upon to try to conceptualise how individuals may be profiled in their ethical views. In the past decades since the 80s, a wide range of theoretically descriptive models (Rest, 1984,1986; Trevino, 1986; Ferrell and Gresham, 1985; Bommer et al., 1987; Stead et al., 1990; Jones, 1991; Brass et al., 1998; Wittmer, 2005) have been developed to identify which variables influence employees' ethical behaviour in an organisational context. Rest's (1984, 1986) four-component ethical decision-making model draws heavily on theories of cognitive moral development (CMD) from the works of Kohlberg (1969, 1971) and research findings from Schwartz (1977). Rest's (1986) model includes:

- Moral awareness – being able to interpret the situation as being moral;
- Moral judgement – deciding which course of action is morally right;
- Moral intent – prioritising moral values over other values; and
- Moral behaviour – executing and implementing the moral intention (Groves et al., 2008). (Man-Fong Ho, 2011)

The construction industry, its supply chain and associated professional services in the UK contribute 10 per cent of annual gross domestic product (GDP) through some 350,000 firms, employing nearly three million people (CIRIA, 2002). Though the construction industry is the key driver of economic growth in many countries, the industry faces a long list of ethical challenges related to behaviour including: bid shopping, payment games, lying, unreliable contractors, claims games (e.g. inflated claims, false claims), threats, conflict of interest, collusion, fraud, and professional negligence (Vee and Skitmore, 2003; Fan et al., 2001a, b; FMI and CMAA, 2004; Bowen, Akintola, Robert and Edwards, 2007). The list of ethical lapses in the construction industry could go on and on. Ethical misconduct has led to the waste of society's resources and has caused significant harm to many individuals (Fan et al., 2001a). At the extreme end of the spectrum, corporate ethical failures have led to injuries or deaths of employees, consumers, or members of the general public (Transparency International, 2005). According to the report (Transparency International, 2005), the scale of corruption is greater in the construction industry than in any other part of the economy.

In December 2016, the International Ethics Standards Coalition (IES) published the first set of ethics principles for professionals in land, property, construction, infrastructure and related professions.

The ethical principles highlighted by the standards are:

- Accountability.
- Confidentiality.

- Conflict of interest.
- Financial responsibility.
- Integrity.
- Lawfulness.
- Reflection.
- Standard of service.
- Transparency.
- Trust.

The IES published a revised set of ethics principles in May 2021, adding an additional two standards to the existing ten:

- Diversity
- Respect

Grenfell – Professionalism and Ethics

Following on from the above points, we can look at these practices through the context of the 'Grenfell Tower' disaster.

There were countless failures throughout the refurbishment of the building in 2014. There were multiple teams of contractors, designers and consultants who were responsible for the safety and design aspects of the project.

The start of the problems came when Kensington and Chelsea Management Organisation (KCTMO) approached the lead architect on the project with a 'Value-Engineering' intent. Bruce Soules was told to carry out a "radical rethink of the scope/spec... by [the] early part of next week to deliver it within budget". (Apps, 2020) This pressure of having to find savings limited products on the market that could satisfy requirements.

Despite sufficient data and identification of risk being required to sign products off as compliant, nobody in any of the teams involved thought to look at the products specified and check their actual suitability for a project of this configuration. No one, that is, except Claire Williams, project manager at KCTMO, who emailed Mr Simon Lawrence (Contracts manager at one of the cladding contractors) in November 2014, drawing a parallel between the fatal fire at Lacknall House in south London and the cladding being installed on Grenfell Tower stating... "Simon, I am just writing to get clarification on the fire retardance of the new cladding – I just had a 'Lacknall' moment,". There is no evidence that Mr Lawrence responded to this email. (Apps, 2020) This demonstrates a situation where individual decision making has contributed to the disaster.

There are other issues with the selection of the insulation: first the polyisocyanurate Celotex was switched on site for phenolic foam made by Kingspan. This, we have learned, was a decision signed off by a Rydon site manager without approval from KCTMO, as contractually required. (Apps, 2020) Again, a lack of desire to follow the correct procedures has ultimately contributed to massive failure across the entire project.

It appears that pressures to meet the brief of a reduced budget was the basis of the overriding culture of decision making throughout the management parties at Grenfell Tower. This demonstrates a clear lack of professionalism and ethics that could have, if carried out properly, help to avert this unnecessary disaster.

2. Professional Development

See Appendix for CV

See Appendix for Summary of career or work experience to date and organisational context

See Appendix for Proposed Personal Development Plan

Organisational Behaviour

Organisational Behaviour is the study of how humans interact in group environments and is a combination of Psychology, Sociology, Economics and Communications. By studying human behaviour in groups, organisational behaviour strives to find ways to improve human efficiency in workplace settings. Human resource managers use organisational behaviour analysis in improving training programs or increasing job satisfaction and therefore reducing employee turnover. The research from organisational behaviour studies helps organisations develop leaders and promote innovation. Applying organisational behaviour findings helps revise methods of employee incentive, employee evaluation and can influence the way the business is structured. All with performance in mind. Organisational behaviour looks to seek long term solutions to enhance a business's profit. Studies have shown that businesses with happy, motivated and engaged employees tend to do better over the long run than companies without. (Luthans, 2005)

In 1924, the Hawthorne studies began to examine behaviour in the workplace. It was one of the first methods to use science to study behaviour. This method sees the importance of social processes in the workplace and that interpersonal relations and group membership are important. The results of the studies were:

- People are motivated by more than just pay and conditions.
- That groups influence behaviour.
- Workers have social and emotional needs.
- Supervisors need to take these needs into consideration. (All Answers Ltd, 2018)

The study of organisational behaviour includes areas of research dedicated to improving job performance, increasing job satisfaction, promoting innovation, and encouraging leadership. Each has its own recommended actions, such as reorganizing groups, modifying compensation structures, or changing methods of performance evaluation. (Kopp, 2022)

The organisations in which people work influence their thoughts, feelings, and actions. These thoughts, feelings, and actions, in turn, affect the organisation itself.

Organisational behaviour studies the mechanisms governing these interactions, seeking to identify and foster behaviours conducive to the survival and effectiveness of the organization.

- Job Satisfaction.
- Finding the Right People.
- Organizational Culture.
- Leadership and Conflict Resolution.
- Understanding Employees Better.
- Understand how to Develop Good Leaders.

- Develop a Good Team.
- Higher Productivity. (Organizational Behavior: Definition, Importance, Nature, Model, 2022)

The environment in which we work can influence the cultures that exist in the workplace. If a workplace has a non-collaborative environment, then an adversarial culture can permeate through. This can cause stress and conflict and will impact the business in a negative way. This contributes to an overall increase in pressure and therefore mistakes can become more likely and overall output can fall.



Image: (Unit 3 Organisational Behaviour Structure Culture Assignment, 2022)

Conversely, if we have a nurturing and team-work driven environment, whereby employees are given incentives to work together and are rewarded for positive outcomes, this can create a culture of cohesion, reliability and good faith. With the team members developing a comradery, a 'feel-good' culture is established, making employees 'want' to go to work. This contributes to lower levels of stress and anxiety through a system of help and assistance. Overall this can increase output levels and contribute to a higher success rate for the business.

Organisational behaviour is important because it directly addresses the individual needs of the workforce. It promotes more engaged members of the team. Having a good environment to work from can contribute directly to working effectively within a team setting. These are all positive outcomes which organisational behaviour study directly addresses.

A 2018 survey carried out by the National Association of Colleges and Employers identified the 5 top personal qualities/skills sought after when evaluating potential job candidates.

- Communication skills (verbal and written)
- Honesty/integrity
- Interpersonal skills (relates well to others)
- Motivation/initiative
- Strong work ethic

These are all elements addressed by organisational behaviour. If businesses are seeking the above-mentioned attributes from employees, then by default, this will convert to the environment and culture present within the organisation.

The benefits of having a good understanding of organisational behaviour are plenty. Businesses are always seeking ways of trying to maximise outputs and profits, otherwise, why would they be in business? Approaching this with a holistic view of utilising all assets at the business's disposal, will provide positive results. In the context of organisational behaviour, one of the biggest tools a business has is its workforce. Without informed technical data and information regarding the needs of the workforce, businesses cannot hope to utilise this critical tool in the right way.

The benefits of effective organisational behaviour study of the workforce can increase output as desired. Some are mentioned below.

- Organisational behaviour helps in managing human resources; it helps in developing a work-related environment in an organisation. It helps in creating a motivating atmosphere in any organisation.
- It helps in predicting the behaviour which in turn helps attain effectiveness in an organization. It also helps in functional behaviour in any organisation like increasing productivity, effectiveness, efficiency, etc.
- It also helps in reducing dysfunctional behaviour in the workplace like absenteeism, dissatisfaction, and tardiness, etc.
- Organisational behaviour helps in enhancing managerial skills; it helps in creating leaders. It helps in self-development, which is an integral part of learning organisational behaviour.
- It also helps in getting a perspective of human values, ethics, etc. Communication in persuasion, coaching mentoring, goal setting, negotiation, and conflict handling creates an effective organisational culture. It also helps managers to create a team that can achieve organisational goals.

(Advantages of knowing Organizational Behavior for managers and leaders - Mardistas, 2015)

Regarding personal development, it is important that I should understand my own behavioural traits. If I have a good knowledge of my own wants, needs, stressors and potential anxieties, I can integrate well into the organisation by understanding what I am likely to be comfortable with and also not. Highlighting my strengths and weaknesses to myself can help me to understand areas I need to improve. If I can communicate this to management, it will give the organisation a better understanding of me and can help them make decisions about my day to day working life, to influence me positively. Being integrated into the workforce in a positive way can help with my development as a professional, providing me with a sturdy foundation for development.

3. Leadership

Leadership can take many forms. There are dozens of leadership theories and psychology that exist as part of academic study. The more common leadership theories are important to understand and recognise because this can ultimately form the basis of your leadership style. Having a good knowledge of these ideas can give you tools which can assist your development when striving to be a professional.

A good leader is key to the success of the team. A good analogy of this is an orchestra. An orchestra can be made up of world class musicians. Musicians who can play perfectly when playing a piece of music solo. However, when all brought together, without direction from a conductor, they cannot hope to play in a harmonic way. The presence of a strong leading conductor harnesses the strengths of the team and can produce excellent results. (Leadership Theories, 2021)

Some of the more common theories are summarised below.

- **Behavioural theory.** The behavioural leadership theory focuses on how leaders behave and assumes that these traits can be copied by other leaders. Sometimes called the style theory, it suggests that leaders aren't born successful, but can be created based on learnable behaviour.
- **Contingency theory.** The contingency leadership theory, sometimes called situational theory, focuses on the context of a leader. These theories look at the situational effects of the success or failure of a leader. A leader's effectiveness is directly determined by the situational context.
- **Great Man theory.** The great man theory of leadership, sometimes called the trait theory, suggests that good leaders are born. They have innate traits and skills that make them great, and these are things that can't be taught or learned. The trait theory suggests that leaders deserve to be in their position because of their special traits.
- **Management theory.** The management theory is sometimes called transactional leadership, and focuses on supervision, organization, and group performance. Transactional leadership is a system of rewards and punishments, and transactional leadership is regularly used in business. When employees do something successful, managers reward them. When they fail, they may get punished.
- **Participative theory.** Participative leadership isn't as common in the corporate world. Sometimes called democratic leadership, this leadership theory suggests that employees be directly involved in decision making in their organization. The leader simply facilitates a conversation and then takes all the suggestions and comes up with the best possible action.
- **Power theory.** This theory looks at the way a leader utilizes their power and influence to get things accomplished. French and Raven's Five Forms of Power is a commonly known power theory of leadership. It looks at positional power and personal power and how they impact leader's choices and outcomes.
- **Relationship theory.** The relationship theory of leadership focuses on leaders who are mainly concerned about their interactions with others. They are often mentors for employees, scheduling time to talk to them and working to meet their needs. These kinds of leaders are focused on making work enjoyable for as many people as possible, and they want to foster a positive work environment. (Leadership Theories and Styles, 2020)

Having an appreciation of different theories and styles also helps us identify our reaction and adapt to changing situations. In considering the global COVID-19 pandemic, the leadership behaviours required, and experienced, may be different to anything encountered before. The effect of leadership in this situation is profound and will have a lasting impact. Displaying command behaviours may be necessary but uncomfortable, while teams may not be used to being directed with minimal consultation. Sustained pressure may have a negative effect, but it does not follow that leadership behaviours slide into being disrespectful or non-inclusive—it is about the leaders focusing on the task and ensuring individuals and teams are clearly instructed on the part they have to play, consulted where possible and informed of when and when they need to do as instructed.

'Leadership style' is the general manner, outlook, attitude and behaviour of a leader, particularly in relation to his or her colleagues and team members. This can be expressed in various ways including what a leader says, how they say it; the example they set; their body language; and their general conduct and character.

Authenticity of leadership is important in the equation. Adopting your own style helps to create a more natural leadership that does not need to be forced. This can make connections with the personnel that you manage organic and can be construed as inappropriate. Conversely, leaders who adopt or display an inappropriate style are unlikely to be successful in their job. Some employees may become disenfranchised, disengaged and uninspired when faced with a leader who lacks the self-awareness and know-how to pick the right kind of leadership style. Reflecting on how you lead is an essential aspect of being a good leader.

Real-Life Experience

I have experienced an example of a situation where a leader can come across as inappropriate. At a company I previously worked for a new project manager was brought into the team. The company was a small to medium one and the office consisted of approx. 10 people and was a construction company which specialised in high-end residential.

The newly brought in manager had come from a larger scale company and had 25 plus years in management within the commercial sector of the industry. This did not convert well to the new environment he found himself in. He felt like he needed to assert dominance immediately throughout the company. Being that the company was a far scaled down version of the working world he was used to, this approach soon produced negative feeling, not only throughout the office team, but throughout the site-based operatives. He felt it necessary to bring in his own ways of working from organisations that did not fit the mould of the company he was now working for.

The manager also brought a way of communication across company that was not particularly suited to the company. He used a very corporate approach, which was more dictated and non-collaborative. This soon came to a head with numerous well-established figures within the company complaining to the directors. There were several occasions where he found himself in direct conflict due to the way he was asserting himself both on site and in office settings.

Being that the company was much smaller, a lot of the operations were successful mostly in part due to the collaborative nature of the component personnel relationships and ways of working. It was more of family feel to operations rather than a 'dog-eat-dog' arena.

Due to the high number of problems that the new manager brought and the subsequent issues that the unrest caused over a period of time, a mutual decision was made to part ways.

Critical Analysis

I made several observations from the situation. Firstly, the new manager did not seem to be able to adapt to the culture of his new surroundings at all. This may have been in part due to the fact that he had been immersed in a more corporate setting for the entirety of his career up to that point. However, this did not demonstrate good leadership as he clearly believed that the established ways of working at the company were substandard and he prioritised his own ways of working. Being able to work with and collaborate is vital if you want to get the best out of your team.

Another observation that I made was the fact that his leadership style seemed to consist only of dictation. He was very closed off to suggestions from others and did not have time to listen. He

adopted the same pattern with the directors, wherein he would agree with what they were saying and then go away and implement what he felt was the right way to operate, even if it was in direct opposition to what had been agreed. This is a highly inappropriate way of working and can alienate your team. The team should feel as though they are able to contribute to the tasks at hand in order to promote job satisfaction and the feeling that they are valued.

Some further key observations that I feel fit the context of the above-described situation are as follows.

Overbearing Managers - tell their employees what to do and how to do it. They think it is their job to impart their own way of doing things onto their employees and they leave their employees with little room to figure things out on their own. They are perceived as a micromanager because they are constantly looking over their employee's shoulder to see if they are doing the work correctly.

Strong Managers - have excellent communication skills and know how to get their team on the same page so everyone can work together toward a common goal. They know exactly what needs to be done and they communicate it clearly to their employees. They make sure everyone is aware of their own specific tasks. Once they have communicated the tasks, they trust their employees to get the job done on their own.

Overbearing Managers - offer their unsolicited opinion on everything their employee's say and do even if it not related to the job. Rather than providing feedback at certain times, they are ready to fire their opinion about anything and everything.

Strong Managers - provide feedback to help their employees grow. They praise employees for a job well done and they offer constructive criticism when necessary, in order to better educate the employee. (The Difference between Strong Management and Overbearing Management, 2019)

4. Teamwork

During my time in construction, I have been involved with numerous aspects of the industry. I am a trained carpenter, which means that I have been a part of the site time as well as now in management. This means that I have been lucky enough to have a broad view of the importance of teamwork to operations. During my time on site, I was part of many events that required good planning for multiple personnel, this included things like, heavy lifts and special delivery logistics. Often the planning was heavily centred around the team. Once all planning was done and the activity was in hand, you would usually find that different personalities would emerge. You would have the leaders emerge, these were the ones who were vocal throughout the activity, providing guidance and direction for each of the various team members. This is not to say that it is always useful, but in my experience, it helps the work cohesively. On the other hand, you had the characters that were happy to sit back and be directed. In some cases, this was due to Lack of knowledge and experience. In other cases, it was down to personality. This is not necessarily a problem, the personnel who can take instruction and execute a task well form an important part of the team. In fact, an ideal team is composed of six major personality types: driver, adventurer, energiser, cheerleader, stabiliser and perfectionist. Each person has a dominant personality type and a latent personality type. By combining all of these personalities on the same team, you have the ingredients for success in a project. The driver and the energiser keep the rest of the team on task, the stabiliser helps smooth over any disagreements, the cheerleader improves morale, the adventurer helps the team take risks that it might not otherwise take and the perfectionist helps ensure that the project is

done precisely. Take away one of these personalities, and the team may lose direction. (McFarlin, 2022)

As part of the module, we have undertaken numerous personality tests to try to gain some sort of understanding of what personal traits we have that form our personalities as a whole. Below is an infographic indicating the different personality types as set out by the 'DiSC' style personality test.



149362086.v2.pressablecdn.com - DiSC-Personality-System-1024x749

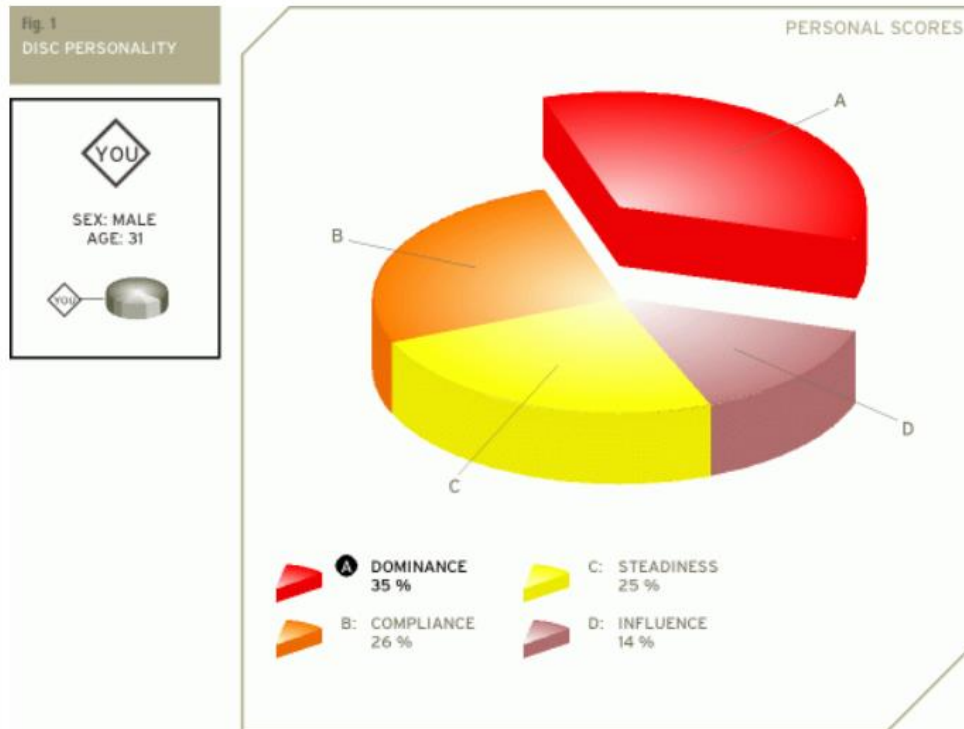
DiSC is a personal assessment tool used to improve work productivity, teamwork, leadership, sales, and communication. DiSC measures your personality and behavioural style. It does not measure intelligence, aptitude, mental health or values. DiSC profiles describe human behaviour in various situations, for example how you respond to challenges, how you influence others, your preferred pace and how you respond to rules and procedures.

The DiSC model discusses four reference points:

- Dominance— direct, strong-willed and forceful

- Influence– sociable, talkative and lively
- Steadiness– gentle, accommodating and soft-hearted
- Conscientiousness– private, analytical and logical (DiSC profile definition, 2011)

On a personal note, my DiSC results from the test we took earlier in the year are indicated below:



Whilst Dominance is the main factor contributing to this result, both steadiness and compliance come in second in nearly equal proportions, with influence being the least in the mix.

I personally believe that my strengths lie within task-based working/learning. I am highly focused if I have a clear understanding of what needs to be achieved. I don't do well with indecisiveness and become frustrated with poor information. I consider myself a realist and mainly seek the most sensible and realistic outcomes to tasks. Getting to the finish line usually consists of attempting to find the simplest and clearest path to get there for me. I struggle with others fixations on problems and have an instinct need to move forward and find solutions. Sometimes this can be a source of weakness also, because the need to get things figured out without concentrating too heavily on the problems means I can overlook information that can contribute to solving the problems, so I am trying to learn to consider all relevant matters relating to the initial problem before moving forward.

5. Personal Learning Summary

- Importance of understanding that situations are relative to every different person involved
- Importance of utilising different personalities to create good team environment
- Understanding what makes good and bad leaders in the workforce
- How to identify personality types
- Understanding how to profile personality types within a team

- Understanding how to evaluate what makes up my own personality
- Understanding my own strengths and weaknesses in order to be able to identify areas that may need work. This can have a positive impact on becoming a better professional within the industry
- Understanding the importance of the way I present myself within my working life. A professional approach is key for good working relationships
- The importance of ethics within the industry. This has many implications but can contribute to sustainable ways of working. It can even save you problems further down the line if I was to come up against issues... If I have done the right thing rather than the easy thing, it may save some trouble later.

References

All Answers Ltd. November 2018. Benefits of Understanding Organisational Behaviour for Management. [online]. Available from: <https://ukdiss.com/examples/understanding-organisational-behaviour.php?vref=1> [Accessed 13 March 2022].

Mardistas. 2015. Advantages of knowing Organizational Behavior for managers and leaders - Mardistas. [online] Available at: <https://www.mardistas.com/advantages-of-knowing-organizational-behaviour-for-managers-and-leaders/#Advantages_of_knowing_Organizational_Behavior> [Accessed 13 March 2022].

ies-coalition.org. 2022. An ethical framework for the global property market. [online] Available at: <<https://ies-coalition.org/wp-content/uploads/2021/05/International-Ethics-Standards-May-1st-2021.pdf>> [Accessed 12 March 2022].

Apps, P., 2020. Six key factors in the failure of the Grenfell Tower refurbishment. [online] Inside Housing. Available at: <<https://www.insidehousing.co.uk/insight/six-key-factors-in-the-failure-of-the-grenfell-tower-refurbishment-67309>> [Accessed 13 March 2022].

Barry, B. and Crant, J., 2000. Dyadic Communication Relationships in Organizations: An Attribution/Expectancy Approach. *Organization Science*, 11(6), pp.648-664.

Bordass, B. and Leaman, A., 2013. A new professionalism: remedy or fantasy?. *Building Research & Information*, 41(1), pp.1-7.

Chartered Management Institute, 2013. Understanding Leadership Styles. Checklist 256. London: Chartered Management Institute, pp.1-7.

Coffey, V., 2010. Understanding organisational culture in the construction industry. London: Spon.

Kopp, C., 2022. What Is Organizational Behavior (OB)?. [online] Investopedia. Available at: <<https://www.investopedia.com/terms/o/organizational-behavior.asp>> [Accessed 13 March 2022].

Western Governors University. 2020. Leadership Theories and Styles. [online] Available at: <<https://www.wgu.edu/blog/leadership-theories-styles2004.html#:~:text=Leadership%20theories%20are%20the%20explanations,ethics%20and%20high%20moral%20standards>> [Accessed 13 March 2022].

Luthans, F., 2005. Organizational behavior. 30th ed. Boston: McGraw-Hill, pp.291–307.

Man-Fong Ho, C., 2011. Ethics management for the construction industry. *Engineering, Construction and Architectural Management*, 18(5), pp.516-537.

iEduNote. 2022. Organizational Behavior: Definition, Importance, Nature, Model. [online] Available at: <<https://www.iedunote.com/organizational-behavior>> [Accessed 13 March 2022].

Locusassignments.com. 2022. Unit 3 Organisational Behaviour Structure Culture Assignment. [online] Available at: <<https://www.locusassignments.com/solution/unit-3-organisational-behaviour-structure-culture-assignment>> [Accessed 13 March 2022].

Walker, R., 2015. Book Review: Managing risk and complexity: Through open communication and teamwork. *International Journal of Business Communication*, 53(1), pp.131-133.

Managementtraininginstitute.com. 2019. The Difference between Strong Management and Overbearing Management. [online] Available at: <<https://www.managementtraininginstitute.com/the-difference-between-strong-management-and-overbearing-management/#:~:text=educate%20the%20employee,-,Overbearing%20Managers%E2%80%A6,opinion%20about%20anything%20and%20everything.>>> [Accessed 13 March 2022].

McFarlin, K., 2022. Importance of Different Personalities in a Workplace. [online] Small Business - Chron.com. Available at: <<https://smallbusiness.chron.com/adobe-creative-cloud-grow-business-13771091.html>> [Accessed 20 March 2022].

149362086.v2.pressablecdn.com. 2022. [online] Available at: <https://149362086.v2.pressablecdn.com/wp-content/uploads/2018/05/01_DiSC-Personality-System-1024x749.png> [Accessed 20 March 2022].

DiSC Profiles. 2011. DiSC profile definition. [online] Available at: <<https://www.discprofiles.com/blog/2011/12/disc-profile-definition/#.YjdD3U3P1D8>> [Accessed 20 March 2022].

Appendix

Personal CV

CV	<u>DANIEL MICHAEL COLLIER</u>
PERSONAL INFORMATION  ADDRESS 78 Parkway, Sketty, Swansea  PHONE 07566217018  EMAIL dan.collier498@outlook.com	EXPERIENCE Jun 2010 – Aug 2015 Bar Manager • Castellamare • Swansea Sept 2015 – Feb 2019 Carpenter • MJ Carpentry • Swansea Mar 2019 – Present Trainee Quantity Surveyor • Green's Carpentry & Building Services Ltd • Swansea Once finishing a carpentry apprenticeship and having gained a few years on site, I wanted to further my education with the mind to qualify as a quantity surveyor. I am currently employed with a predominantly residential construction company and my primary roles consist of – Cost estimating & producing Bills of Quantities/Procurement/ Tendering & associated practice/Valuation works/Project financial management/Capturing and documenting project change/Incoming works development. EDUCATION Olchfa Comprehensive, Swansea 9 GCSEs A* to C Level 3 Qualified Carpenter NPTC Higher National Diploma in Construction Management EXPERIENCE I currently have 7 years in the construction industry, covering several jobs and working my way up from labourer, through to a qualified carpenter and on to currently training as a quantity surveyor. I have been lucky enough to have good exposure to on site working practice and methods and now have a developing understanding of project and company financial management. ASPIRATIONS I fully intend to qualify and achieve a degree in quantity surveying and further progress by attaining a master's degree and chartered status. I am keen to get some further years' experience in the field to develop and hone my skills. REFERENCES [Available upon request.]

Summary of career or work experience to date and organisational context

- **2007 – 2009: Bentley's Nightclub – Bar worker**
- **2008 – 2010: Oxwich Bay Hotel – Bar worker/Kitchen Staff/Function personnel & Management/Maintenance**
- **2010 – 2015: Castellamare Restaurant & Café - Bar staff/Bar Manager**
- **2015 – 2019: MJ Carpentry – Apprentice Carpenter/Qualified for 1 year**
- **2019 – Present: Green's Carpentry & Building Services Ltd – Trainee Quantity Surveyor**

Personal Development Plan

Objectives What do I want to Achieve? Short term/ Medium term/ Long term	Success criteria How will I recognise success? How will I review and measure my improvement?	Actions What methods will I use to achieve my learning objectives?	Implementation How will I practise and apply what I learn?
<u>Short Term</u> • Conclude HND qualification in Construction	• Successful results in coursework (Pass or better) • Successful results in exams (Pass or better) • Certificate to acknowledge passing of course	• Attending all lectures related to course materials • Research and read widely on the subject matter • Engage with tutors to ask for assistance when needed	• Take learned material back to workplace and apply when relevant (This has been successful so far)
<u>Medium Term</u> • Complete BSc in Quantity Surveying	• Graduation from university • I will be able to review my university journey and understand how my knowledge has developed	• Collaboration – converse with lecturers and colleagues to develop understanding around subject matter • Research – around topic of dissertation	• Take on more responsibility utilising skills and knowledge acquired during university • Develop confidence in own knowledge and ways of working
<u>Longer Term</u> • Study for masters degree • Go for chartership	• Completion and graduation of relevant university course for masters degree • Certification and recognition following Compliance with professional body requirements for completion of chartership	• Further research around selected career path and relative industry information • Adhere to guidelines provided by professional body of choice and satisfy criteria	• Put myself in relevant position within industry i.e. correct role for qualifications. • Acquire as much CPD attendance and learning hours as possible