

Applied Leadership and Management in the Workplace
Module Assignment Submission

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1. Introduction

Institute of Project Management (2024) explains project management as the practice of applying an idea, problem or need within the business into a finished product. All projects have a beginning and an end. The project managers role is to apply the knowledge, skills and tools to achieve this finished result.

The project for this report is the planning and delivering of a wedding showcase within a boutique hotel. The hotel will invite local suppliers such as cake makers, photographers, florists, entertainers, bridal services and wedding decorators to showcase their services and will develop their relationships with these suppliers. Alongside the outside vendors the hotel will offer guided tours of rooms available for wedding party and guests to use during the event, showcase sample menus, various layouts of the venue and provide wine tastings. It will also give couples the opportunity to meet the events team and ask any questions about planning their wedding at this hotel.

For this project to be successful the Project manager must be able to coordinate the venue, suppliers, catering, staffing, marketing and guest experience while managing time, cost, scope, quality, resources and risk. A structured approach will ensure that all the project is planned and delivered effectively. This report will examine the project through each stage.

2. Project Management Tools & Techniques

Project management techniques and tools are the ways project managers plan projects and the tools they use to track them (Tarver, 2023). Two of the most widely used are the Waterfall method which is a simple step by step linear approach and the Agile method which is more suited for a project that has many different components. You will find many different ones throughout this report including Gantt charts, work breakdown structures and RACI Charts but at this stage I will be focusing on using the waterfall method.

2.1 Waterfall

Laoyan (2025) informs us that the waterfall method is a sequential approach where work flows through distinct phases in linear order. This means that each project stage is generally completed before moving onto the next one. It provides a clear structure for the team by establishing activities and timescales from the very beginning to the end of the project. The waterfall approach is useful when planning a wedding showcase as the showcase has a fixed date meaning that all stages must be planned and confirmed well in advance. Whilst the hotel itself will be the venue for the showcase and will provide the catering the external vendors will need to be sourced and evaluated before being

invited to attend. These stages will need to be planned carefully with extensive research as the vendors invited will reflect the quality of the showcase and hotels standard. The project manager will need to work through these stages of confirming the suppliers, organising marketing, catering menus and allocating staff for the event. Using the waterfall method will ensure that each stage is completed on time and if any problems arise, they can be managed well in advance.

The following table summarises the strengths and weaknesses of applying the waterfall approach.

Strengths	Weaknesses
Clear stages: Venue, suppliers, catering, marketing and staffing can be planned in sequence.	Inflexible: Changes after a stage is completed can disrupt the project.
Fixed deadline: The showcase date provides a clear final deadline for all activities.	Supplier changes: A supplier cancelling late could disrupt the planned sequence.
Easy to monitor: Progress can be checked against planned deadlines.	Late problems: Problems identified late may be harder and more expensive to resolve.
Clear responsibilities: Tasks can be allocated to the hotel team and external suppliers.	Limited feedback: Changes based on feedback may be difficult once plans are finalised.
Predictable planning: Costs, staffing and catering requirements can be established in advance.	Upfront planning: Missing an important requirement at the start could affect later stages.

Despite the limitations it is still considered the most effective as it keeps the process clear, simple and easy to execute.

2.2 Compare & Contrast

The following table compares the waterfall and Agile approach.

Factors	Waterfall	Agile
Planning	Detailed Planning from the beginning	Planning develops as the project develops
Structure	Sequential stages	Flexible iterative stages
Flexibility	Low	High
Feedback	Planned reviews	Continuous
Changes	Can be difficult as the project moves forward	Easier to implement
Timescale	Clear and predictable	Can change a lot as the project moves forward
Scope	Defined	Flexible
Suitability	High	Moderate

After comparing the two methods, I believe Waterfall will work best for the wedding showcase because the event has a fixed date and most of the planning can be completed well in advance. Agile could still be used for certain parts of the project if changes are needed along the way.

3. Project Stages

Project management divides a project into stages to provide structure and ensure that activities are planned, organised and completed effectively. Each stage allows the project manager to monitor progress, manage resources and identify any issues that may affect the successful completion of the project.

3.1 Prince2 and MSP

They are established best practice programme management frameworks, designed to align programmes and projects to organizational strategy and enable enterprise agility (Tecknologia, 2023) PRINCE2 and MSP both provide structured approaches to managing projects and programmes, but they have different purposes. Buehring (2026) explains PRINCE2 focuses on the management and control of an individual project from start to finish. This includes defined stages, responsibilities, planning and monitoring. MSP focuses on managing a programme made up of related projects and ensuring that they contribute to wider organisational benefits. For the wedding showcase, PRINCE2 is the more appropriate approach as this is a single project with a defined outcome, timescale and results. MSP would be relevant if the hotel was managing several connected projects as part of a wider programme. PRINCE2's focus on structure, roles, responsibilities and control is therefore more relevant to the planning process for this project.

4. Initiation

The project management lifecycle consists of five phases: initiation, planning, execution, control and closure. First, you'd pick your topic (initiation) and then gather materials and sketch out a timeline (planning). Next, you'd build your model and conduct experiments (execution) while checking your progress to stay on track (monitoring). Finally, you'd present your project and clean up your workspace (closure) (Team Asana, 2026).

5 Phases Of Project Management



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The initiation phase defines the wedding showcase and establishes the key requirements before detailed planning begins. This will include the business case, objectives, risks, scope, stakeholders, constraints and cost benefits, providing a clear foundation for the remaining stages of the project and helping to ensure that the showcase will be successful.

4.1 Business Case

The business case for the wedding showcase is to increase awareness of the boutique hotel as a wedding venue and generate new wedding enquiries and bookings. As a well-known luxury hotel in the local area, some potential customers may assume that holding their wedding there is outside their budget without knowing what packages are available. The showcase will provide an opportunity to demonstrate options ranging from budget-friendly packages through to exclusive hire of the entire hotel, where it can be closed to the public for the wedding party. The event will also showcase the hotel's facilities, catering, guest rooms and venue layouts while local suppliers demonstrate their services. A further benefit is to introduce the hotel's restaurant to the local

community, as some visitors may not be aware that it is open to the public and not only hotel guests. The expected benefits include increased wedding leads and bookings, brand awareness, supplier relationships, restaurant awareness and future revenue. The hotel aims to attract 150 couples, generate at least 60 qualified wedding enquiries and secure 20 follow-up consultations.

4.2 Objectives

Having clear objectives are important because they provide the project manager and project team with a clear direction and allow progress and success to be measured throughout the project. The project will focus on increasing awareness of the hotel as a wedding venue, attracting couples who are actively planning their weddings, generating authentic leads, developing relationships with local suppliers and provide a positive experience for attendees.

Objective	Measure
Attract Potential Customers	How many people attended
Generate Wedding leads	Monitor enquires from the event
Encourage follow ups	Monitor consultations
Develop supplier relationships	Supplier feedback from the event
Provide a positive experience	Customer feedback

4.3 Risks

Risk Management has an important role to play it allows potential problems to be identified and a plan to be made before they could affect the event.

Combining a SWOT and PESTLE provides a comprehensive view of both internal and external influences which enables informed and effective decision making (Mitton, 2024). Following this a risk Matrix can assess the likelihood and identify the appropriate actions to reduce them.

4.3.1 SWOT

A SWOT analysis identifies the internal strengths and weaknesses and external opportunities and threats that could affect the success of the Showcase.

Strengths • Established hotel. • Existing wedding facilities. • Hospitality expertise. • Onsite catering	Weaknesses • Limited capacity. • Small project team. • Limited marketing budget. • Keeping non-wedding party guests happy.
Opportunities • New wedding bookings. • Supplier partnerships. • Social-media exposure. • Promote the restaurant to local community. • Show which wedding packages are available.	Threats • Supplier cancellation. • Poor attendance. • Competitor events. • Bad weather. • Technical failure.

The SWOT shows that the hotel is in a good position to hold the showcase due to its existing and knowledge of the wedding industry, however it will need to pay special attention to the guest list and suppliers.

4.3.2 PESTLE

A PESTLE analysis considers external factors that could affect the showcase being successful. It allows the project manager to identify issues outside the hotels control and factors that need to be taken into consideration in the planning stages.

Factor	Relevance
Political	Changes to local regulations or licensing requirements could affect the event is organised.
Economic	Increases in supplier, catering or staffing costs could place pressure on the project budget.
Social	Changes to wedding trends and customer expectations could affect attendance and supplier demand.
Technological	Problems with booking, registration or digital marketing systems could affect the promotion and management of the showcase.
Legal	Health and safety, food safety and other legal requirements must be met when hosting the event.
Environmental	Poor weather could affect arrivals, parking or outdoor vendors and displays.

Using the Pestle to identify these areas early helps the Project Manager to consider suitable actions, apply for appropriate licences and reduce the impact on the showcase in advance.

4.3.3 Risk Matrix

Using information gathered from the SWOT and Pestle you can then make a Risk Matrix this creates a visual highlighting the identified risks and making it easier for the Project Manager to prioritise and plan. Atlassian, (2026) informs us that A risk matrix empowers organizations to proactively manage risks, ensuring better outcomes and increased stability. It is also important to include a contingency plan to your risk matrix as this will minimise any potential disruptions. Atlassian, (2026) goes on to say that by understanding the likelihood and impact of each risk, teams can develop and implement targeted mitigation strategies. This proactive approach minimizes potential disruptions and enhances overall organizational resilience.

Risk	Likelihood	Impact	Rating	Contingency
Supplier Cancellation	MEDIUM	HIGH	HIGH	Confirm with supplier well in advance and keep in regular contact in the run up to event, have backup suppliers ready.
Low attendance	MEDIUM	HIGH	HIGH	Start marketing early using various channels, plan the event around public holidays popular for engagements and avoid summer periods when people are on holiday.
Increased costs	MEDIUM	HIGH	HIGH	Monitor the budget regularly and have fixed prices where needed.
Staff shortages	LOW	HIGH	MEDIUM	Make the staff rotas and staff plan early, make sure there are people who can cover areas if needed and have additional staff ready for cover.
Technical Failure	MEDIUM	MEDIUM	MEDIUM	Test all equipment prior to event, ensure Wi-Fi can reach all areas, have paper booking forms and information ready to go if needed.
Health and Safety	LOW	HIGH	MEDIUM	Complete all risk assessments and ensure safety procedure are followed
Licencing	LOW	HIGH	MEDIUM	Check which licences are required in advance and apply for any if needed in plenty of time.

The Matrix highlights that supplier cancellations, attendance, increased costs and technical failure as the highest priority tasks therefore allowing the Project Manager to make contingency plans to keep the showcase planning on track.

4.4 Scope

The scope is there to set the boundaries it explains what is and what isn't included. It helps the project manager and stakeholders to understand what the showcase is expected to deliver and prevents any additional activities being added without the right approval.

Included	Not Included
Planning and Organising the Showcase	Planning or organising the couples wedding outside of the actual showcase
Use of the Hotel as a Venue	Major renovations or building works
Catering, Food and Drinks	Providing the Cake for cake tasting
Venue and Guest room tours	Providing free accommodation to couples attending or suppliers
Recruiting and organising local suppliers	Managing suppliers sales or bookings
Marketing and promotion of the showcase	Organising transport or parking for people attending
Staff and allocation of the staff	Providing free wedding services or products to attendees
Allocating the areas for suppliers displays	Venue Decoration and displays
Registration and management of the attendees	Long term marketing campaigns that are not related to the showcase
Feedback and evaluation after the event	Planning of future showcases in the future

The defined scope ensures that the showcase is completely focused on the event itself and delivers the best possible outcome. This scope ensures that this showcase is the only event covered for this project and clearly shows that any weddings booked as a result of the showcase and future showcases are not included within this Project and fall under a new project category.

4.5 Stakeholders

Stakeholders are anyone who has an interest in the showcase or those who could be affected by its outcome. Brigden (2024) states that stakeholders are individuals and organisations who are actively involved in a project, or whose interests may be positively or negatively affected by its execution or successful completion. Identifying stakeholders allows the project manager to understand who needs to be involved and who may be affected by the event.

Internal Stakeholders	External Stakeholders
Hotel owners and Managers	People attending the Showcase

Project Manager	Wedding suppliers attending
Events Team	External contractors and Vendors
Hotel Staff	Local community
Marketing team	Local authorities
Catering team	Entertainment
Restaurant staff and team	
Guests staying during the showcase that are not attending the showcase	

It is important to keep the guests staying in the hotel during the showcase aware because it may affect the quality of the stay having limited access to catering, parking and there will be more noise and footfall around normally quieter and private areas of the hotel.

4.6 Constraints

These are the limiting factors that impact how the Showcase is delivered understanding these is essential for delivering successful projects (Team Asana, 2025). The six dimensions of project management are time, scope, cost, quality, resources and risk they form the core boundary that the project manager must balance because changing one impacts on another.



Constraint	Application to the showcase
Time	The showcase has a fixed event date, meaning all preparations must be completed well in advance.
Cost	The project must be delivered within the agreed budget.
Scope	The number of suppliers, activities and services must remain within the agreed project scope.

Quality	The showcase must reflect the hotel's high-quality and luxury reputation.
Resources	Staff, venue space, equipment and suppliers must be available when required.
Risk	Issues such as supplier cancellation, poor attendance or technical problems could affect delivery.

These dimensions are interconnected and should be balanced so if you decided to make the scope bigger you would need to increase budget and time. If the time or budget get reduced, then quality could be affected.

4.7 Cost-Benefit

A cost-benefit assessment considers whether the expected benefits of the wedding showcase justify the costs of delivering it. While The hotel will cover the main event costs, including food, selected drinks and staffing. Selected wedding suppliers will attend free of charge but will provide their own displays, products and samples at their own cost. The hotel will provide each supplier with an allocated area to showcase their services. Doing this helps limit the hotel's costs while allowing suppliers to promote their businesses directly to potential customers. The expected benefits for the hotel include increased wedding enquiries and bookings, greater awareness of its wedding packages and restaurant, stronger supplier relationships and potential future revenue. For the suppliers, the showcase provides an opportunity to reach potential customers and generate future business even if the couples decide on another Venue they may still hire from vendors they found at the Showcase.

5. Planning the Event

5.1 Work Breakdown Structure

Using a work breakdown structure simply put is Breaking work down into smaller tasks to make it more manageable (Project Management, 2026). The work breakdown structure divides the showcase into key areas allowing the project manager to expand on timings and costs at an early stage. It provides the framework for the whole event.

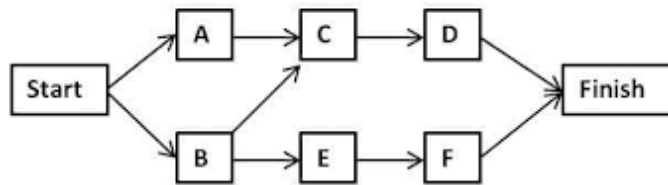
Wedding Showcase – WBS



This provides a clear structure for the Showcase the tasks will be developed more using a critical path analysis and Gantt chart further along.

5.2 Critical Path Analysis

Critical path analysis identifies the longest sequence of dependent tasks within a project and determines the shortest possible time in which the project can be completed (Gurnov, 2025). This is important for the wedding showcase as it highlights the tasks that cannot be delayed without affecting the event date. A sample of the critical path would look like this with the letters reflecting a specific task.



Precedence Diagram Method (PDM)

5.3 Gantt Chart

As discussed by Martins (2026) a Gantt chart is a visual timeline that is used to plan complex problems, track progress, manage deadlines and understand how one delay can affect later tasks. For the showcase the chart covers the 12 weeks planning process and shows how the tasks overlap and run alongside each other. The project manager is then easily able to monitor progress and identify any delays that may arise later during the project. The team are also able to look at it and have a clear understanding of what tasks need to be completed and when.

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
initiation and approval												
Venue and Facilities												
Supplier Research												
Supplier Selection												
Marketing Planning												
Catering Planning												
Registrations for couples												
Ordering Supplies												
Staffing allocation												
Room plan and layout												
Finalise displays												

5.4 Stakeholder analysis and communication plan

A stakeholder analysis told by Zanchetta, (2024) is the process of identifying and prioritising individuals or groups that have an interest or influence in the project. This helps the project manager know who needs to be contacted with various information and how often and the best method to do this.

Stakeholder	Interest in the showcase	Influence of the showcase	Type of communication	Frequency
Management/ Owners	HIGH	HIGH	Progress meetings and reports	Fortnightly
Project Manager	HIGH	HIGH	Project meetings and updates	Weekly
Events Team	HIGH	HIGH	Team meetings and email	Weekly
Hotel staff	MEDIUM	MEDIUM	Briefings and email	As required
Marketing team	HIGH	MEDIUM	Meetings and shared updates	Weekly
Catering team	HIGH	MEDIUM	Meetings and emails	Fortnightly
Showcase Suppliers	HIGH	MEDIUM	Emails and supplier meetings	Monthly, then weekly closer to the event
People attending	HIGH	LOW	Emails, social media and event information	Throughout registration then an email reminder just before the event
Non-attending hotel guests	MEDIUM	LOW	Website/social media notices	Before event upon booking and mentioning the event during the check in process.
Local community	MEDIUM	LOW	Website/social media notices	Before the event
Local authorities	MEDIUM	HIGH	Formal communication documentations	As required
External contractors	MEDIUM	MEDIUM	Emails and meetings	As required

The communication plan ensures that the stakeholders receive the information that is appropriate to their level of interest and influence, The communication will increase as the date of the showcase becomes nearer to make sure that everyone is prepared for the event and for the project manager to address any issues and answer any questions prior to the event itself.

6. Execution of project

6.1 Resource Management

Resource management involves identifying what is required to complete the project and where these will come from. The Gantt chart helps identify when each resource is needed allowing the project manager to arrange everything. It is also important to have a backup option when needed

Resource	Purpose / Requirement	Source & Availability	Contingency / Backup
Project Manager	Project coordination, monitoring and decision-making; laptop required	Hotel/project team laptop available	Backup hotel laptop
Events Manager	Venue and supplier coordination	Existing hotel staff	Project Manager
Marketing Manager	Advertising and social media laptop/phone required	Hotel marketing team	External marketing support
Catering Team	Food, drinks and tastings	Hotel catering team	Additional/agency staff
Front-of-House Team	Welcome guests and manage registration	Hotel staff	Additional/agency staff
Registration Tablets/Scanners	Scan tickets and confirm couples against guest list	Hotel/event equipment or hire	Paper guest list/manual check-in

Tills/Payment Systems	Restaurant and event-related payments	Hotel tills	Portable/backup till
Security	Guest and venue security	External company hired	Additional security support from hotel security
AV Equipment	Sound, microphones and presentations	Hotel equipment/external hire	Backup equipment
Tables & Chairs	Guest seating and supplier displays	Hotels own	Additional hire
Display Equipment	Supplier stands, screens and display areas	Hotel/suppliers	Additional hire
Signage	Directions, meeting points and supplier locations	Hotel/event materials	Printed temporary signs
Guest Waiting Area	Area for couples before entry	Hotel own facilities	Alternative waiting area
Venue & Rooms	Showcase areas and guest-room tours	Hotel own facilities	Alternative hotel spaces
Car Parking	Parking for couples, suppliers and hotel guests	Hotel car park	Alternative nearby parking information
Food & Drink	Tastings and refreshments	Hotel catering	Additional supplies
Wedding Suppliers	Displays, samples and services	Selected local suppliers	Alternative suppliers
Marketing Materials	Invitations, signage and promotional material	Hotel marketing resources	Digital alternatives

Identifying the resources needed in advance allows the project team to make sure that everything is available when required and that backup options are in place if needed. This will help the wedding showcase run smoothly and reduce the impact of any unexpected resource issues.

6.2 RACI Matrix

A RACI matrix assigns clear roles for key team member for the duration of a project. Every member of the project team is assigned a clear role and expectations (Sison, 2026). This helps ensure that everyone understands their role and reduces the risk of things being missed or duplicated.

RACI:

R Responsible

A Accountable

C Consulted

I Informed

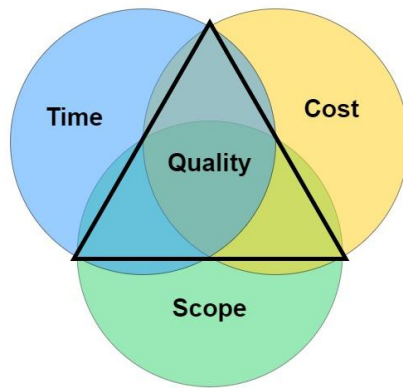
Activity	Project Manger	Events Manager	Marketing Manager	Catering Manager	Front of House team
Project planning	A/R	C	C	C	I
Supplier coordination	A	R	C	C	I
Marketing and promotion	A	C	R	I	I
Registration	A	C	C	I	R
Catering and tasting	A	C	I	R	C
Venue preparation	A	R	I	C	C
Staff coordination	A	R	I	C	C
Event delivery	A	R	C	R	R
Post event valuation	A/R	C	C	C	C

The completed RACI matrix clearly shows who is responsible for each of the key activities involved in the wedding showcase. It will work alongside the Gantt chart to

make sure everyone knows what their role is and when they are needed throughout the project.

7. Control

7.1 Iron Triangle



The Iron Triangle looks at the relationship between scope, time and cost and how they interact to shape a project's quality (Coursera Staff, 2021). Any changes to these areas could potentially affect the overall quality of the showcase. Any changes to one part of the project must be balanced out with the other parts (Team Asana, 2026). As an example, If the cost of the project was reduced, the hotel may need to reduce the scope, such as inviting fewer suppliers, reducing entertainment or offering less catering options. Although this would reduce costs, it could also affect the quality of the experience for people attending and would not fully cover the brief of letting people know what packages were available and not highlight the restaurants skills. The Iron Triangle shows that scope, time and cost are linked, so a change to one area can affect the others and potentially impact quality. The project manager therefore needs to consider the wider impact before making any changes.

7.2 Change Management

Change management is important to ensure that any changes made during the showcase are properly considered and agreed upon before being introduced. Proposed changes should be reported to the Project Manager and the person accountable in the RACI matrix so that its impact can be considered. This helps prevent scope creep which is when additional things are added without the properly considering how this will affect the showcase. Once the impact has been considered the change needs to be accepted or rejected by the appropriate person. If accepted the plans and documents should be updated and everyone affected by this change should be informed.

Change	Reason	Impact	Decision
Main Display supplier withdraws four weeks before the event	Supplier cancellation	Quality of the decor may be reduced and the time to find a replacement	Accepted
Additional wedding supplier requests a display space	Supplier request	Could increase scope and require additional space	Rejected
Hotel decides to add a second tasting session	Increased customer interest	May increase catering costs and staffing requirements	Accepted
Supplier requests additional AV equipment	Supplier requirement	May increase equipment costs and affect the event layout	Rejected
Additional entertainment is requested	Desire to improve guest experience	Increases cost and may require changes to the event schedule	Rejected

The change log will provide a clear record of any requested changes during the showcase and the decisions made. This will help the project manager keep track of changes and make sure they are properly considered before being introduced.

8. Closure

Closure is the final stage of the project and confirms that all planned work has been completed and handed over to the hotel. The Project Manager will review the showcase against the agreed objectives and make sure any outstanding work has been completed. Formal sign-off from hotel management is important as it confirms that the project has been completed and accepted, allowing the project team to close the project.

The project will then be evaluated reviewing attendance, enquiries, bookings, budget, customer feedback and supplier feedback, as well as whether the project objectives were achieved or not achieved. An example learning log is shown below to demonstrate how the project could be evaluated after the showcase. The final learning log would be completed using the actual results and feedback collected after the event.

What went well?	What could be improved?	Lesson for future showcases
Good attendance and positive feedback from couples.	Registration took longer than expected during busy periods.	Increase the number of registration points or tablets.
Suppliers provided a good variety of wedding services and displays.	Some suppliers may have needed more room.	Review supplier space requirements during planning.
Catering and tastings were well received.	Some food items may have needed greater quantities.	Use attendance figures to improve catering estimates.
The hotel facilities and packages were successfully showcased.	Some areas could have had clearer signage.	Review signage and meeting points before the next event.

The learning log will provide a record of what worked well and what could be improved, allowing the hotel to use this information when planning future wedding showcases.

9. Project Manager

Gerardi (2024) tells us that Project management involves finding the right balance between working through others and completing tasks independently. A self-review should recognise areas that could have been better while also highlighting achievements and the positive contribution made to the organisation.

9.1 Skills of a Project Manager

A good project manager needs a range of skills to successfully plan, manage and deliver a project. For the wedding showcase (*17 Essential Project Management Skills | APM, 2026*), these skills will be important to ensure the project stays on track and achieves its objectives.

The following five skills are important when managing a project.

Leadership – Leads the team, delegates tasks and makes decisions to keep the project on track.

Communication – Ensures clear information is shared between staff, suppliers and stakeholders.

Organisation – Manages activities, resources and deadlines to ensure the showcase is ready on time.

Problem-solving – Identifies issues and finds suitable solutions without negatively affecting the project.

Risk management – Identifies potential problems and puts measures in place to reduce their impact.

9.2 Self-Evaluation

To evaluate my current skills, I have used a swot analysis to identify my strengths, weaknesses, opportunities and threats and then a skills audit to assess my ability with the management skills identified above.

9.2.1 Swot analysis

Strengths	Weaknesses
• Good Organisation and Communication skills • Able to identify problems and find solutions • Able to work to deadlines	• Limited experience leading a project team. • Limited practical experience managing project risks.
Opportunities	Threats
• Gain practical experience through managing events or projects. • Develop leadership and risk management skills through training. • Use feedback from projects to improve future performance.	• Lack of experience could affect confidence when managing a team. • Unexpected project problems could be difficult to manage without experience. • Limited budgeting or resource experience could affect decision-making.

The SWOT analysis has helped me identify areas where I am confident as well as areas where I need to develop further, which will be considered alongside my skills audit when creating my personal development plan.

9.2.2 Skills audit

The skills audit below looks at my current ability against the five key skills identified I have scored each skill from 1 to 5, with 1 showing that I need significant development and 5 showing that I am highly developed. I have included evidence to support the score I have given for each skill.

Skill	Score	Evidence
Communication	4	I have experience communicating with different people and have used communication with stakeholders and suppliers throughout this project.
Organisation	4	I have organised the project using a WBS, Gantt chart and project schedule to plan the showcase.
Leadership	3	I have taken responsibility for planning and making decisions within this project but have limited experience leading a project team.
Problem-solving	4	I have considered potential problems within the project and developed contingencies for issues such as supplier failure and poor attendance.
Risk management	3	I have identified and assessed risks and considered how they could affect the wedding showcase.

The skills audit has highlighted my current strengths and areas where I need to develop further, which will be used to create my personal development plan.

9.3 Personal Development Plan

The personal development plan below identifies the areas I need to develop further and the actions I can take to improve my skills and experience as a project manager.

Development Area	Action	Timescale	Success Measure
Leadership	Take responsibility for leading a small team or event.	Within 6 months	Positive feedback from team members. Successful completion of the small event.
Risk Management	Complete relevant risk management training and apply the knowledge to a future project.	Within 3 months	Able to independently identify, assess and manage project risks.
Project Management	Gain more practical experience by supporting or managing future projects or events.	Within 12 months	Successfully contribute to or manage a project from planning through to completion.

overall, this reflection has helped me identify my strengths and the areas I need to develop further to become a more effective project manager.

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