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INTRODUCTION

AIM: The aim of this task is to develop a greater understanding of how a project is managed in the workplace and to also have the knowledge of project management tools and techniques. This task will also be critically assessing how these tools and techniques are used and their usefulness in managing a project, with planning and implementation. In addition, there will be evidence of a real life project and the ability to manage the project will be critically evaluated. All projects have a mission and the mission statement helps to establish and maintain the overall direction whilst also establishing the “common ground” among the project’s stakeholders (Cobb, 2012, p. 156).

Therefore this task will be looking at the New London Nightingale Hospital built within 9 days, for the sole purpose of helping the health service cope with the new virus pandemic ‘COVID-19.’ A project of such magnitude has never been completed and ready to function at such record time in history.

OBJECTIVES:

- To understand project management by definition and explanation.
- To critically assess tools and techniques of project management with some examples by exploring theories and methodology.
- To understand project management communication methods and the benefits for the success of a project.
- To analyse risk management and time management techniques with supportive theories and evidence.
- To understand planning, monitoring and control within project management scenarios.
- To critically evaluate my ability to manage a project, identifying strengths and weaknesses.
- To create a personal development plan (PDP) illustrating my action plan for future projects.

PROJECT MANAGEMENT DEFINITION

"At its most fundamentals, project management is about people getting things done."

(Dr Martin Barnes, APM President 2003-2012).

It is pertinent to define 'Project' and 'Management' separately to be able to understand project management in organisations. Project is a special process of activities which has a beginning and an end in order to achieve an objective within certain conditions of risks, cost, time, resources and quality. Management on the other hand can be defined as a science which provides principles and as an art which helps in tackling situations (Riaz, 2016). In simple terms, project management is the art of organising, leading, reporting and completing a project through people.

Most people, even school children have been involved in one project or the other which means this concept has been in existence since creation. Starting at nursery school till progression into primary and then secondary school before deciding whether to proceed into higher education or go into the world of employment is a project in different facets. Each stage has a starting point, an end and in between these periods are time, schedules, resources, risks, stakeholders, milestones and deliverables to mention a few. The concept of project management in organisations does not differ as pointed out by Morris et al. (2010) that the formal process of project management in 1950, when the US Air Force used the discipline for efficient management engineering and production of complex programs, places recognition on project management playing a central role in delivering innovations. (Stoshikj et al. 2014).

Furthermore, literature defines project management as the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria with agreed framework (APM, 2020). Therefore a project manager must ensure the delivery of desired results of the planned project.

PROJECT MANAGEMENT TOOLS AND TECHNIQUES (PROJECT RISK MANAGEMENT)

TOOLS AND TECHNIQUES: Project Management (PM) tools and techniques are methodologies important for guiding a project through the operation and processes to completion. It is essential to choose the right methodology for the particular project being managed and that should be the first decision in any project planning, as this would have a great effect and impact on the deliverables and success of the project (Cohen, 2019). As a project manager, the tools and techniques adopted depends on the type of project and can make or break the project. Project management methodologies comprises traditional and innovative methods.

Traditional methods.

- Classic technique: Involves planning and estimating all the tasks involved, apportioning resources, and keeping a check on quality of the task and deadline whilst encouraging feedback from the team. As a traditional technique, it is the simplest and mostly used for small projects like; setting up a cafe, planning a wedding and organising social events.
- Waterfall technique: One of the major methodologies in project management. As the name suggests, it follows a sequential design process where the next step cannot start until one is completed. This technique will be further explored in this report.

Innovative / Operational excellence (OE) methods.

- Agile: Agile is an iterative and people-centric technique that uses short development cycles called “sprints” to focus on continuous improvement in the development of a product or service (Alexander, 2018). Another agile technique is known as ‘Scrum’ where an incremental approach is used so that projects can be completed faster whilst dealing with complex knowledge work.
- Lean: A project uses the lean technique when the systems are structured to deliver the product, maximizing the value and minimizing waste (Cessarotti et al, 2019).

- PRINCE2: This is a methodology that is favoured for UK government projects; appropriately suited for complex projects with fixed specifications. A guiding principle of this methodology is to “Learn from experience” in order to reduce risks (Cohen, 2019).

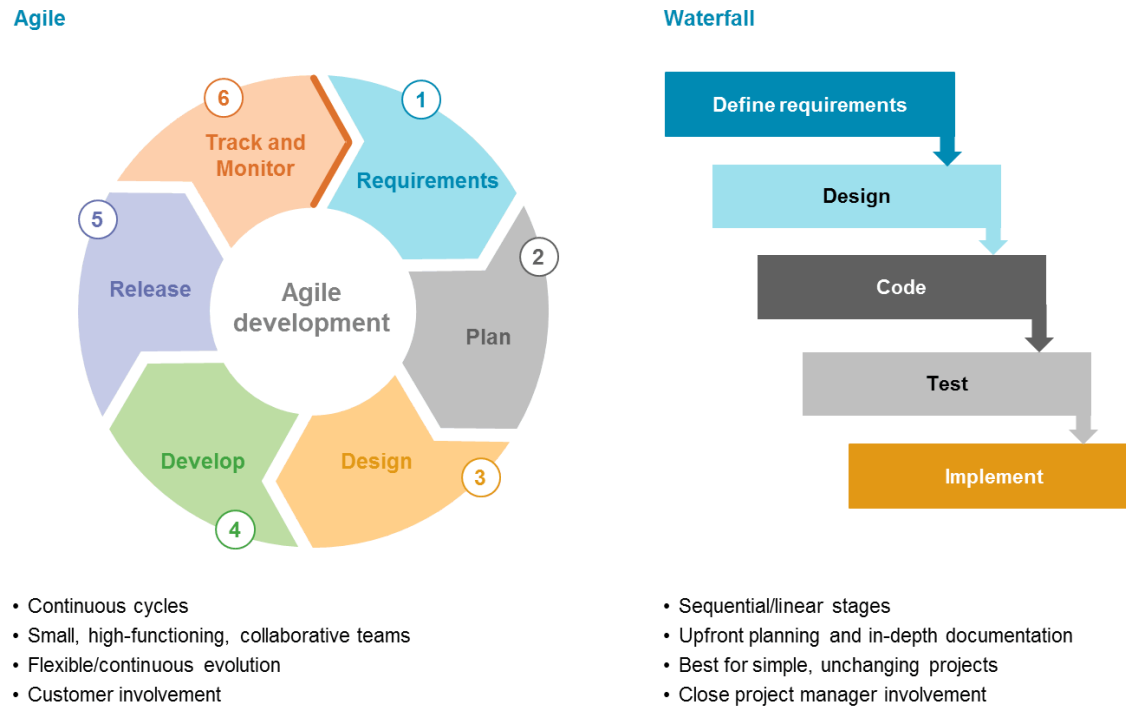
More project management methodologies are Hybrid, Critical Chain Project management (CCPM), Critical Path Method (CPM), and Integrated Project Management (IPM).

Project Management tools on the other hand are needed to be able to accomplish any technique chosen for the project and these may come in the form of software (actiTIME 2019). These tools comprises, organising workflow and planning, communication, scheduling, finance, risks and time management. Similarly, Cessarotti et al (2019) points out that, represented in the main characteristics of project management are some criteria which are found in the structure, approach, team dimension, leadership style and the internal communication. All these exist in the organisation; keeping the focus on the customers who essentially are the stakeholders. Also, maintaining boundaries by keeping to time, cost and risks and the main application are important in project management. Both statements emphasise the same aspects of project management.

AGILE AND WATERFALL METHODOLOGY IN THE CONTEXT OF RISK MANAGEMENT PLAN OF THE COVID-19 NEW NIGHTINGALE HOSPITAL

As part of the UK government’s response to the COVID-19 crisis, they decided to convert the ExCel London into a hospital to care for coronavirus critical patients and this decision was announced by Matt Hancock, the secretary of state for health and social care. This project was to be completed within 9-10 days. In ‘The Telegraph’ report by (Kelly, 2020), Prince Charles virtually cut the red tape declaring the hospital open; fully equipped and having the capacity of admitting up to 4000 patients as planned.

(Fig 1.1 by Saigon Technology) Agile VS waterfall in software technology.



Looking at 'fig 1.1' the differences in both methodologies are evident. Agile follows a continuous cycle while waterfall follows successive steps. In waterfall, each step has its own deliverables before moving to the next step as opposed to agile's blending into the other, the 6 parts of the project. It is therefore evident from the goal of the project managing the Nightingale hospital that it favours agile more than waterfall technique because of very limited time it had to be constructed. All the different parts of construction and those involved had to work together to arrive at their goal and not be hindered with waiting for a part to be finished before starting the next part. Agile allows more communication between developers, managers, testers and customers (Kukhnavetts, 2019). It therefore lends this method to the project manager, stakeholders in the shape of the government, workers, NHS, construction workers, volunteers, and the whole nation, for the new Nightingale hospital to be successfully completed at the neck-breaking

speed it was done. We could also argue that as the waterfall method hinges on strict planning and executing the project step by step, the strict planning part of it was important to get the hospital ready on time.

The rapid risk assessment report (ECDC, 2020) revealed that there were uncertainties in assessing the risks posed by the virus because of the novel knowledge even by scientists. The report stated that “Many unknowns remain regarding the virulence/pathogenicity, the mode of transmission, the reservoir and the source of infection of COVID-19.” Hence, identifying the risks became challenging. As time went on, the risks were identified as moderate-high especially for UK and EU/EEA residents. However, as the infection began to take hold in this country, the former risks were assessed continuously so that steps could be taken appropriately.

Risks are uncertain; some are negative because of the uncertainty which might affect the project development and this we see in the build of the new Nightingale hospital where it is now evident that it is not as needed as first thought as a contingency plan. This is because all the existing hospitals have diverted their resources to their rapid response covid19 section of their hospital and are coping well. Risks can also be positive and these are formed into opportunities. For instance, finding an easier way to perform an activity or purchasing some materials at cheap prices which is beneficial to the project are opportunities (Watt, A. 2020).

Adelaja et al (2020) in the journal report for ‘the Royal College of Physicians’ stated that; “To allow hospitals to rapidly prepare for a surge we have produced the CHAPs (Comprehensive Hospital Agile PreparednesS) tool for swift identification of potential bottlenecks in hospital systems according to our current understanding of COVID-19. This structured approach highlights six key domains: workforce; infrastructure; supplies and equipment; service reconfiguration; data and information technology; and communications. While these domains are independent factors, they do not function independently. If one domain is disrupted, the system will struggle and this in turn will affect the other domains.” This reinforces the approach taken for the New London Nightingale hospital’s swift construction.

(Fig 1.2 adapted from FHJ) Chaps tool for pandemic experience.

Workforce	Supply	Training and deployment	Wellbeing
Infrastructure	Clinical	Non-clinical	
Supplies and equipment	Procurement	Stock and inventory	Maintenance
Service reconfiguration	Urgent and emergency care	Elective services and outpatients	
Data and information technology	Quality	Security	Responsiveness
Communication	Staff	Patients	

Figure 1.2 helps to illustrate the planning for all contingencies that was needed for the New Nightingale Hospital (NNH). It shows the extent of preparedness planning for the virus COVID-19 so that there is clear accountability within the government and also consider recovery strategies in case there are loopholes. One of the plans was the promise by the government to hit 10,000 tests by the end of April. Preparing a 'Gant chart' would have been one of the tools used to predict how long the project would take and determine whether it would hit a bottle-neck, but that was not useful for this project because of the time limit. Plans had to be made to find the perfect project manager to lead the project and this was found in Colonel Ashleigh Boreham, commanding officer, 256 City of london Field hospital; who had previous experiences in building field hospitals all over the world. As Kelly (2020) pointed out in his report in 'The Telegraph', he stated that;

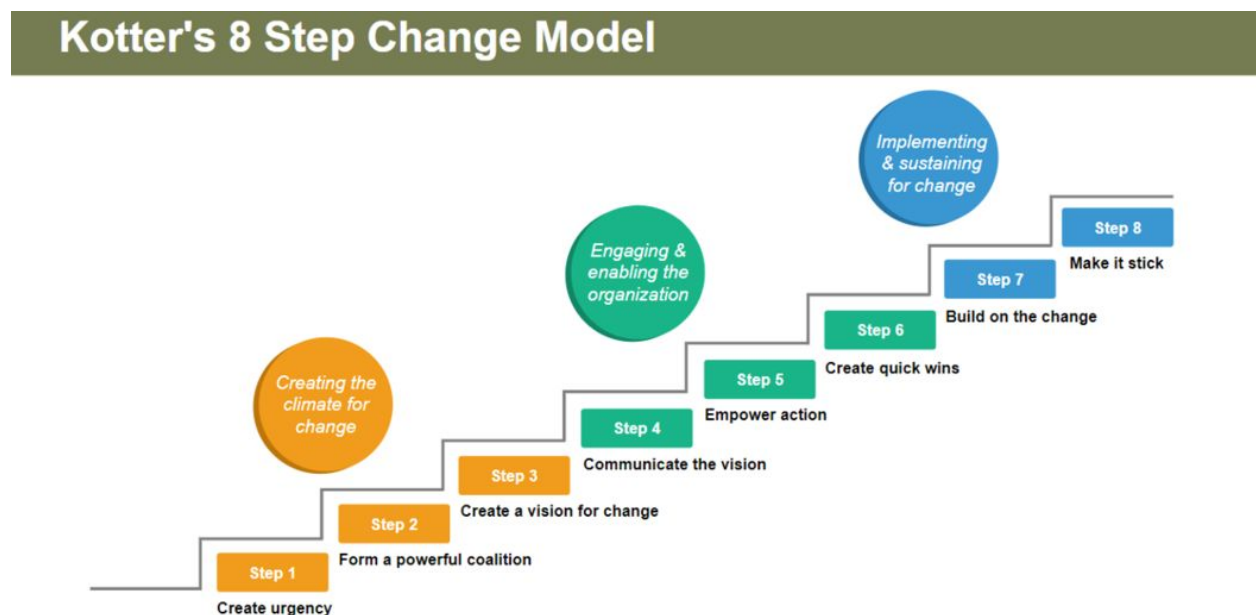
"It is a remarkable feat of planning and execution. Modern Britain doesn't enjoy the finest record for delivering vast infrastructure projects on time or without drama (one thinks of Crossrail, Wembley Stadium, The ExCel, the

Millenium Dome, among others), but the urgency of the coronavirus pandemic, combined with the fact the hospital was overseen by the Army's top military planners in conjunction with health officials, has meant NHS Nightingale is a shining example of UK engineering at its resourceful best". The ExCel centre was chosen because it is accustomed to quick makeovers, from industry trade shows to food event exhibitions and so on, which made it the right choice for the project. The construction outlook is represented in 'Fig 1.3' in the Appendix.

Planning, monitoring and controlling the project had to be done at speed as within 9-10 days to fit 500 or more beds, there were 160+ contractors and 200 army engineers working up to 15 hour shifts; to get the hospital ready for 4000 patients, 80 wards of 42 beds, 16,000 staff at 200 per ward, 750 St John's Ambulance volunteers and many staff from EasyJet with Virgin Air cabin crew (BBC, 2020).

IMPLEMENTATION OF THE PROJECT USING KOTTER'S 8 STEPS CHANGE MODEL.

(Fig 2.1 by DanielLock)



John Kotter is a (retired) Professor of leadership at Harvard Business school. He developed the 8 steps model of change in order to help organisations effect change successfully. There are 3 main phases in the model and the first 3 steps is where the climate for change is created, steps 4-6 is where there should be evidence of enabling and carrying the whole organisation along. The third phase (steps 7 and 8) is the stage of implementation and sustaining the change. These 8 steps help people to operate in new ways by digging into the problems people encounter and how to find solutions to the problems successfully (Kotter, 2012). Find below is the overview of the change process with the NHS Nightingale hospital and BBC Worldwide.

Creating urgency (Step 1): Creating urgency around the need for change helps to ignite motivation around the team in order to move the project along. The team must show curiosity by asking questions that would expose any threats or hint that some members of the team are averse to change. Evidence shown below:

NHS Nightingale Hospital	BBC Worldwide
• The unprecedented challenge coronavirus posed to the NHS hospital operating process and the devastating effect it would have if not able to cope as patients are admitted, led to the urgency of planning ahead to turn the ExCel centre into the NHS NH (Adelaja et al 2020). • The gravity and importance was led by the Prime Minister Boris Johnson, to his ministers and oppositions, to	• The urgency to substantially increase revenue to BBC public service over 5 years was priority. • BBC worldwide needed to capture future growth opportunities around the world and be closer to their customers. • They needed to change the culture to one that the employees would benefit and compete on the global platform (CIPD 2015)

the scientists and physicians including doctors and nurses and right through to the whole nation. Importantly, discussions were happening with the construction team.	
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Form a powerful coalition (Step 2): It is important to form a partnership with the people eager and inclined to show their support for the idea or project; these are stakeholders, leaders, experts and employees who come on board and become champions for the project (Kotter, 2012).

NHS Nightingale hospital	BBC Worldwide
• The health service (NHS staff), St John's ambulance, contractors, soldiers from Royal Anglian Regiment and Royal Gurhka Rifles came on board to form the powerful coalition (BBC 2020). • Government and their opposition political parties forming a workable coalition to make the country function in lockdown.	• BBC Worldwide executive team (WEx), Global leadership team (GLT), 100 senior managers from BBC Worldwide, Global market (including UK, Australia, New Zealand, North america) and employees are in the alliance (CIPD 2015). • Tim Davie assumed the position of CEO BBC Worldwide to drive change.

Create a vision for change (step 3): Strategies must be developed in the process where inspiring pictures are painted so that the team can relate and would want to be part of the vision of transformation (Kotter, 2012).

NHS Nightingale hospital	BBC Worldwide
• Actions taken to create this vision for change in	• Reconfiguration of the business.

combating the coronavirus were lockdown for everyone except NHS workers, care workers and key workers; so there can be less transmission of the virus. • Social distancing. • Test kit and drive-through testing centres springing up. • Making PPE available for all health officials, care workers and key workers.	• Restructuring across 4 regions. • Immersing digital technology throughout the company. • Adapting to a new company model (CIPD 2015).
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Communicate the vision (step 4): There has to be constant and powerful communication between principal stakeholders.

NHS Nightingale hospital	BBC Worldwide
• Daily update by the Prime minister with health experts and when he was taken ill, by Matt Hancock. • Daily updates were also made available on the World Health Organisation (WHO) website and through other news mediums.	• There were conversations between WEx and GLT and also with senior managers. • Tim Davie communicated a clear strategy where focus is on investing in content, building global brand and delivery digital innovation (CIPD 2015).

Empower action (step 5): Still within the phase of engaging the entire organisation; existing processes, structure and any obstacles hindering the change need to be removed and new dimensions introduced.

NHS Nightingale hospital	BBC Worldwide
• Implementation of non pharmaceutical interventions	• For staff to be aligned with the new strategy and to measure

like enforced stay-at-home, all schools and University closure together with public spaces and recommended social distances (ECDC 2020)	staff understanding, a 'Pulse' staff survey was used every few months. • Every staff member is aware of the buzz-words 'content, brand and digital' (CIPD 2015)
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Create quick wins (step 6): As the top step within engaging and enabling the organisation phase, employees that contribute to its success must be rewarded.

NHS Nightingale Hospital	BBC Worldwide
• Free parking for NHS staff around hospitals. • Free accommodation for working staff. • Free meals 24/7, supported by donations from local restaurants (Barts Health 2020).	• Workshops provided where the value of personal stories was shared. • Moving away from silo working. • Ensuring tools and resources are fit for purpose. • Increasing opportunities for development • Recognition and rewards (CIPD 2015).

Build on change (step 7): To be able to implement and sustain change in an organisation, consolidation must happen.

NHS Nightingale Hospital	BBC Worldwide
• By the way things are unfolding regarding the coronavirus, the use of PPE in hospitals and care homes will continue for some	• Programme talents were often invited to speak to the UK region and this has become the 'norm' as the CCO now is available to share more

unforeseeable future. • People will continue to observe the 2m distance at places of work, shops, leisure places, parks restaurants and many more public places.	knowledge about various departments, leading to improvement in interaction (CIPD 2015). • New office set up for hot-desking (CIPD 2015).
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Make it stick (step 8): The final step in the kotter's model of change enhances all the changes made and in the process, institutionalised those changes and new approaches.

NHS Nightingale Hospital	BBC Worldwide
• Testing centres to continue until unforeseeable future.	• There was 72% engagement (top quartile of IPSOS Mori engagement survey) of employees from the survey done in June 2014 as the result came out in november 2014 (CIPD 2015). • More collaboration between the teams.

In conclusion, the NHS Nightingale hospital project came into being, to care for coronavirus patients. As the cases grew, the hospital which was built within 9-10 days currently remains underutilised due to the fact that all existing hospitals are coping well with the influx of the pandemic patients. One must argue though that despite all efforts of the NHS workers, Uk has recorded the most deaths in Europe and second to America in recorded data all over the world. As at the time of this report being written, the UK has been in lockdown for over 5 weeks and it has just been announced on Sky News by Dominic Raab, the Foreign secretary that “any short term

changes to coronavirus measures will be modest, small and very carefully monitored.”

Looking at the changes in BBC Worldwide, it declared declared that;

“Overall the move to dynamic working in the new building, balanced regionalisation, the big culture conversation and action plans for change have combined to launch BBC Worldwide on a journey of change and, while we cannot link results directly to these changes, in 2014–15 BBC Worldwide returned a record £226.5 million to the BBC.”

STAKEHOLDER IDENTIFICATION

Whatever the project embarked upon there will always be stakeholders and they are those who are interested in how the mission of the project will be achieved and those who are influenced by it (Maund, 2018). Project managers must recognise the importance of stakeholders as the success or failure of the project depends on how well the collaboration works. The genesis of the stakeholder theory started about thirty years ago when scholars and academics developed the idea that all businesses must have stakeholders, a new development from shareholders capitalism (Freedman et al (2010). These scholars believed that there was a sudden withdrawal from the usual belief that business is a “ vehicle to maximise returns to the owners of capital”. They arrived at the conclusion that because there was no evidence of any conflict between shareholder theory and stakeholder theory, the stakeholder view is a more effective way of understanding modern capitalism. Therefore, a stakeholder is an individual, group or organisation influenced by or perceive itself to be influenced by decisions, activity or the outcome of a project; their interest may be positively or negatively affected by the execution or the conclusion of the project (PMI 2004).

Stakeholders can be internal or external members of the project team. So that all project requirements and expectations of all members involved be established, the project team identifies internal and external, positives and negatives, and performs and advises stakeholders. Different stakeholders

may have competing expectations that might create conflicts within the project and also, stakeholders may also impose their influence over the project, its deliverables, and the project team in order to achieve a set of outcomes that satisfy strategic business objectives or other needs (PMI 2004). Stakeholders comprises the Host organisation, Clients, End Users, Suppliers and the Project Team.

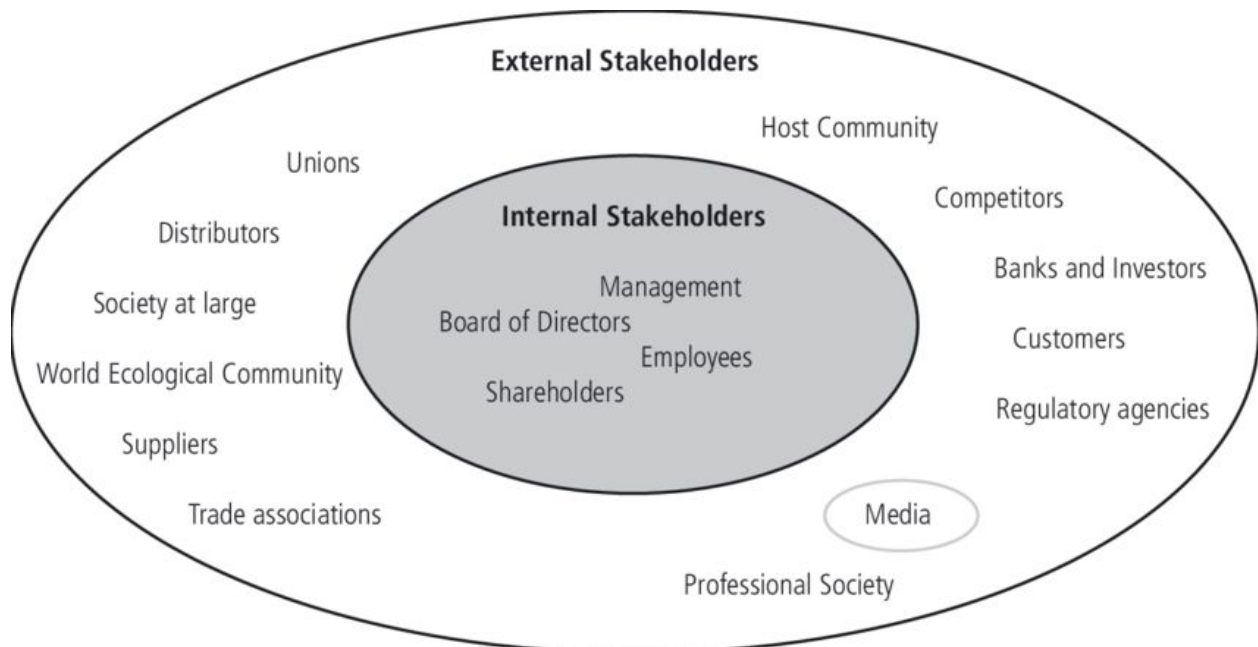
For instance; in a government project, they tend to become over-optimistic about different factors like the time, the resources, the budget and the risks involved. It is believed that government project teams normally make assumptions about the actions of the stakeholders that they do not have control over and this might lead to failure to understand the impact and the added value of the stakeholders. These assumptions and requirements vary because of the varying bodies and organisations involved (NAO 2013).

(Fif 2.2 by Stakeholder Mapping) Government Projects.



Figure 2.2 above gives an illustration model of government projects surrounded by all its stakeholders. Some of these stakeholders are internal and some are external and the diagram below illustrates both.

(Fig 2.3 by ResearchGate) An example of internal and external stakeholders in an organisation.



When the project team for the NHS Nightingale Hospital (NNH) was chosen, the government had very little time to plan and put resources together under the circumstances of the coronavirus epidemic. Therefore, a temporary sight had to be chosen and the ExCel centre in East London fitted the brief. The BBC News (2020) reported that the construction was faced by 3 main challenges which were:

- The speed of the built and materials for construction.
- Reliable electrical supply for life saving equipment and ventilators.
- Availability and getting medical gases to each bed.

The list of stakeholders involved in this project was inexhaustible. Some of the internal stakeholders are The project leader/manager, senior staff from local hospitals and trust, Contractors, NHS frontline providers, ExCel London, Engineers, and army Engineers, Electricians, Architects, Planners and volunteers, to mention some. These are the stakeholders directly involved in getting the project from start to finish in 9-10 days. The external stakeholders comprises the Government, the Community, Patients, banks and Investors, Suppliers, Media, Emergency services, Airline staff and the

London Ambulance service, to mention a few. All played their roles in contributing to the completion of the project on time.

STAKEHOLDER MAPPING

Mendelow's Matrix is a tool used by organisations to analyse stakeholder groups in terms of Power and Interest. Eriksen-coats (2018) pointed out that 'Power' in Mendelow's matrix is the stakeholder's ability to influence the organisation's resources and strategy while 'Interest' is showing interest in the success of the project. It is important to note that stakeholder's power and interest changes from high to low depending on the situation and phases of the project. Invariably some definitely hold more power while some are more interested in the project. For example, The UK government has a high interest and power in the construction of the NHS Nightingale hospital while the patients and public have a low power but high interest in the construction. Using Mendelow's matrix enables interested parties to pinpoint very important stakeholders possessing high Power Interest and those that need closer scrutiny by putting in time and resources (Eriksen-Coats 2018).

(Fig 2.4 by LinkedIn) Mendelow's Matrix

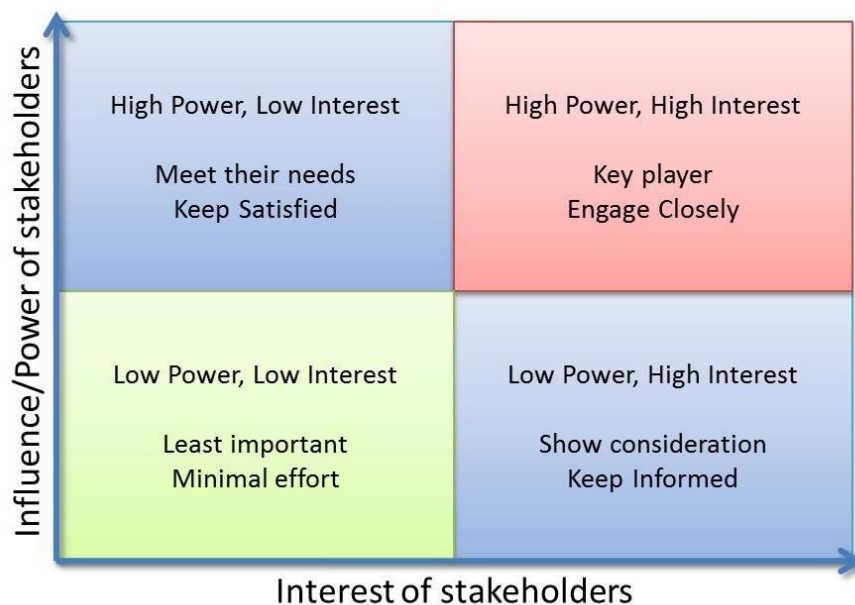


Fig 2.4 illustrates the 4 sections of Mendelow's Matrix as follows:

- Bottom left box has the low power, less interesting people who need to be monitored in case their level of interest or power changes, without boring them with excessive communication.
- Bottom right box has the low power, high interest people who need to be kept informed of processes and changes in plans as they being the observers could help in showing areas that need improvement or change.
- Top left box consists of the high power, less interested people who need to be kept satisfied and informed.
- Top right box has the high power, high interest people in the project and these groups need to be fully engaged in all the processes and plan; thereby managed very closely (Ericksen-Coats 2018).

Regarding the societal change brought about by the coronavirus pandemic, using Mendelow's Matrix becomes more crucial as this pandemic has interconnected the world in many ways unimaginable. Furthermore, there was the need in identifying and mapping important national and regional stakeholders in influencing and addressing societal challenges so that an inventory can be developed (Ginige et al 2018). It must be noted at this point that the stakeholders involved extend beyond the UK as other countries looked on to see measures taken by the UK government in combating the pandemic.

Find below the illustration of the matrix specifically identifying the stakeholders involved in the constructing of the NHS Nightingale hospital.

High Power / Low Interest	High Power / High Interest • The Government • Scientists •
Low Power / Low Interest • Media	Low power / High Interest • Communities • The public • The Patients • Volunteers • Other Countrie • Media

High Power / Low Interest	High Power / High Interest • The Government • Scientists •
Low Power / Low Interest • Media	Low power / High Interest • Communities • The public • The Patients • Volunteers • Other Countrie • Media

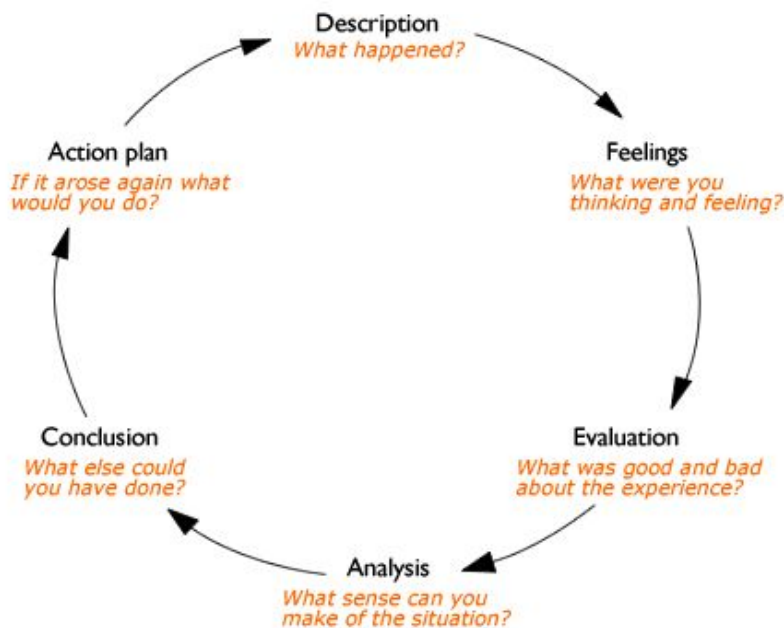
PERSONAL DEVELOPMENT

Gibbs Reflective Cycle:

“It is not sufficient simply to have an experience in order to learn. Without reflecting upon this experience it may quickly be forgotten, or its learning potential lost. It is from the feelings and thoughts emerging from this reflection that generalisations or concepts can be generated and it is generalisations that allow new situations to be tackled effectively” (Gibbs 1988).

Gibbs' reflective cycle encourages thinking systematically about the phases of an experience or activity. It is a common belief that experience is the best teacher. However if we do not consciously think about how we can perform a task better by reflecting on our past experiences, learning fails to happen. Other theorists have presented different cycles to emphasise on the importance of learning by experience hence Gibbs Reflective Cycle, which evolved from Kolb's 4 stage model (Gibbs, 1988). For the purpose of this report, my personal development will be using Gibbs cycle to evaluate my strengths, weaknesses and areas for improvement as a project manager.

(Fig 3.1 by Oxford Polytechnique) The Reflective Cycle (Gibbs, 1988).



Description: I started a blog 'CrownCoverMe' on WordPress about one year ago, writing to encourage people on life experiences. It was meant to be an ongoing project but after twenty three articles in three months, it ground to a halt.

Feelings: At the beginning and over a couple of weeks, I felt elated, excitement and a feeling of achievement. After a while, I started feeling anxious especially as I had set myself the challenge of writing and posting articles every day. Then the feelings gradually turned to dismay and disappointment in myself for stopping completely.

Evaluation: The fact that I had finally summed up the courage to publish my thoughts about different aspects of life from my private journals was fantastic. I had a lot of materials to publish and let the public into my private thoughts in the hope that something would touch someone's life positively. There were always great and encouraging comments on the topics covered; sometimes a lot of comments were left and sometimes there were no feedback. The negatives for me happened when I felt I was experiencing 'writer's block' or thought the materials I had not published from my journal was not good enough, or there were not enough inspiration for new materials.

Analysis: Setting the daily writing and posting goal at the beginning was a big mountain to climb for a new blogger like me. It was a struggle after a few days and the goal kept being widened until I gave up completely, though promising myself I would go back one day. It takes time for blogs to gather momentum and grow traffic and also, renowned writers do have problems with creating contents too. Being too hard on myself and not finding the perfect niche was the catalyst for giving up albeit temporarily.

Conclusion: Hindsight is always great! I should have set myself achievable goals of posting my write ups once or twice a week to gather momentum. Finding the perfect niche out of all my interests would have

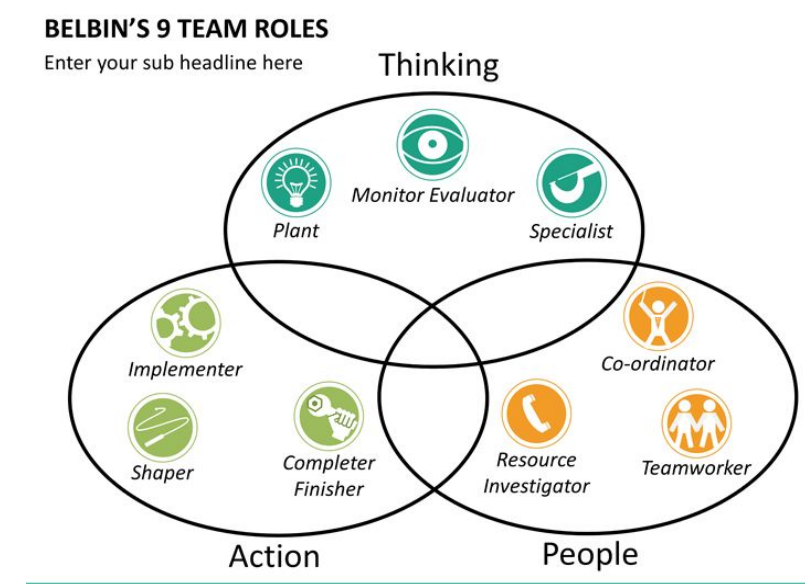
given me a focus and right balance for continuity and longevity. Also, finding quality pictures related to my topics would have been an effective way to package my blog. Most importantly is to accept my vulnerability.

Action Plan: I definitely plan to resume writing and posting on my blog in the nearest future and my plans will be to streamline my topics within the chosen niche. Look for ideas and inspiration by reading other blogs, reading books and speaking with other people about their life experiences. Finally, setting achievable goals and sharing with someone who has the ability to motivate and influence; and whom I could be accountable to, will be part of my action plan.

Belbin's Team Roles:

Belbin 9 Team Roles is widely used in organisations all over the world because it allows people to utilise their strengths and manage their weaknesses as much as they can. Dr Meredith Belbin arrived at it after observing some teams over a period of nine years, deciding personality and behaviour has a big role to play in the success of teamwork (Belbin, 2016).

(Fig 3.2 by Belbin)



(Fig 3.3 by Belbin) Team Roles summary Descriptions.

Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

It is clearly evident from the illustration in 'Fig 3.3' the strengths and weaknesses of each category of team roles. Senior, (1998) points out in a statement that in her journal that Belbin theory explains an individual's

preferred natural roles and the assumed roles which are not natural and not suited to should be avoided. We can argue here that those assumed roles might be needed if there are not enough people in the team to carry out a project successfully where the application of all these roles are needed.

However, not all teams would have a balanced team that Belbin proposes; as I have discovered whilst evaluating myself on the team roles. I am a strong natural **'Plant'** and **'Implementer'** and these two roles belong separately in 'Thinking' and 'Action' groups. I also see myself as a **'Complete Finisher'** and a **'Shaper'** which pants me firmly in the 'Action' group.

In conclusion, I would only agree with one of the allowable weaknesses which shows Implementers as being inflexible and slow to respond to new possibilities as I am the complete opposite as a team contributor. I would also like to be more of a **'Teamworker'** in the future. In order for me to be successful in the world of a professional 'Lifestyle Coach' and 'Blogger', the requirement skills sets are that of a 'Teamworker'. I would have to be more decisive in critical situations, listen more to team members, be more diplomatic and cooperative to avoid friction and confrontations.

Personal / Professional Development Plan (PDP)

A PDP is a tool needed to create long-term goals and steps in achieving these goals for career development. It helps to create a route that would move an individual in the right direction by making better decisions, strategizing and keeping focused on the goals (Spruce, 2020). To be able to produce an effective written PDP, there are specific steps recommended and these are:

- Making sure goals are set.
- The set goals need to be prioritised.
- There must be a deadline set for achieving these goals.
- Understand the opportunities and threats that might influence the goals.

- Knowledge and skills must be increased.
- There are various support networks which are useful to the goals that must be utilised.
- Be accountable by measuring the progress made (Spruce, 2020).

My Personal Development Plan

Development Activities(Skills)	Activities	Support Resources	Target Date	Actual Date
Task 1 Develop my blog by finding a niche, consistent writeups, personal branding and online presence.	Explore other blogs. Explore other brands. Research appropriate photographs and photography.	Sign up for workshops, online courses and one-to-one tutorials.	October 2020	
Task 2 To become a guest writer for other blogs to enhance my writing skills. Actively use social media to publicise my blog by improving my communication skills	Research other similar blogs and set up contacts to guest write. Book and attend at least one workshop. Join other bloggers group and leave comments and questions on their sites.	Workshops. Books. Magazines.	November 2020	

Task 3 Start thinking of ways and set goals to monetise my blog.	Establish my blog. Explore affiliate marketing. Find out about current trends and workshops.	Workshops on how my blog can be promoted.	December 2020.	

OVERALL CONCLUSION

In conclusion, this report demonstrates the need for Project Managers to have essential skills in order to successfully manage a project from conception to the finished stages. These skills enable the project manager to work effectively with other members of the team by mixing a blend of hard skills and soft skills. The first part of this report draws attention mostly to the hard skills like Planning, scheduling, Risk management and Time Management. There is also more understanding of Project management, its tools and techniques and accepted methodologies using the New Nightingale Hospital as case study.

Similarly, This report was able to apply Kotter's 8 steps change model to the New Nightingale Hospital project in comparison to the BBC Worldwide project, understanding the identification of stakeholders and their mapping. Finalling, by using Gibbs Reflective Cycle Model and Belbin's Team roles, leading to better understanding of oneself by preparing a Personal Development Plan (PDP) as a vehicle for reaching my personal and professional goals.

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APPENDIX

(Fig 1.3 by The BBC) Plan outlook for the NHS Nightingale Hospital.

