

**ACBA5008 Self-Management & Professional Practice****Assignment 1 The role of the professional within the Construction Industry****Contents Page**

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## 1) Professionalism and Ethics

Professionalism, ethics, and transparency is imperative in almost every aspect of the construction industry. Individuals must work together to ensure that a project can be completed on budget, on time and to a high standard. If individuals start trying to cover up issues that have occurred whilst performing works on site, then this can cause further issues and delays down the line. In terms of Health and Safety, if there is a serious injury that is not reported in the injuries book, then people can be fined or potentially taken to court in the future. Therefore, it is imperative that a good relationship is formed between contractors, subcontractors etc.

This can happen with maintenance of a building as well, where individuals will say that parts of a building have been maintained and kept to a high standard, when they haven't been checked at all. This can be incredibly dangerous depending on the scenario. For example, if a fire alarm/sprinkler system in a high-rise building has not been maintained and tested, then if a fire occurs then it could spread quick enough to where residents won't find out quick enough to escape.

Professionalism can be measured depending on whether you believe that everything is being completed to the highest of standards, with no corner cutting. [1] "Observable marks of professionalism include attentiveness, honesty, punctuality, working until assigned tasks are completed and of good quality, communicating effectively, dressing in proper business attire, and exhibiting good interpersonal skills, including respectfulness and civility." I believe that a positive, forward-thinking attitude is crucial to overcoming obstacles and finding solutions. A team member like this will enable individuals to thrive in an environment with cohesion and collaboration, which should allow for better forward thinking and an improved level of problem solving. Additionally, being able to rely on others to have a high level of competence takes the pressure off yourself or other members of the team. Therefore, any work that they complete can be performed to a high standard as well.

[2] Competence is essential, as you have to be educated within the sector and be able to problem solve effectively in accordance with legislation, as mistakes can be costly. When communicating, you must be able to speak in clear terms, so that complicated subjects can be understood by all concerned. This ensures that everyone is clear on their role within the project and mitigates the chance of serious mistakes occurring. Furthermore, etiquette is

important, as your demeanour will give off impressions of how you are as a person. [3] “The clothes you wear and the way you groom yourself will change the way other people hear what you say. It will subconsciously tell them if you’re like them or if you’re different. It will determine whether they listen or ignore. Trust or distrust.” If you present yourself clean and tidy, then that will give the impression that you are an organised, well-mannered, trustworthy individual. Finally, conciseness ensures that things are kept relevant and straight to the point, rather than giving unrelated information, when it’s not required. This can be confusing and disruptive to the success of a project.

Another important factor is not taking advantage and exploiting clients whilst engaged in their services, and not to fuel gossip within the office. This can end badly, as the relationship between contractor and client can break down causing a serious loss in money. In terms of morality and reputation, it’s important to avoid any serious conflict, as it can affect you and your company. Working with the client to provide what they require could increase your popularity and therefore, in the future you can show the standard of previous work that has been completed.

An example of where ethics and professionalism were questioned is with the Grenfell Tower Disaster and the implications that this has caused throughout the industry. 72 people lost their lives in this scenario due to a lack of maintenance and funding for the building. This was not the sole reason for the loss of life; however, it had an undeniable impact. Many questions have been raised in terms of the [4] “choice of materials, the detailing, the certification, the policies, and regulations within the industry.” How can such an incident occur when all safety measures should have been in place to ensure the safety of the occupants?

[4] “The industry has an ethical obligation to ensure that safety and quality in construction is not compromised in the name of profit.” The main focus should have been the safety of the occupants, rather than trying to save money on cheaper, less efficient cladding. In 2012 Grenfell Tower began major renovations from a contractor named Rydon Ltd. They won the contract for £8.7 million, which was £2.5 million cheaper than the previous contractor. Part of these renovations included fitting thermal insulation covered by cladding. The building was thought to have fire resistant cladding which would reduce the rate of spread in the case of fire; however, the cladding fitted was a cheaper alternative. It was passed by the council officer in 2015, so if there is anyone at fault, it is the regulators.

The aim of installing the cladding was to improve the insulation within the tower and reduce energy bills and it was thought that the best way of going about this was to install the cheapest legal cladding. Economically this makes sense, but other factors should have been considered, especially in high rise construction when fire can spread incredibly quickly. The councils budget cuts [5] “resulted in PE cladding being used instead of more fire-retardant cladding.” If this was fitted instead of the cheaper alternative, then this could have slowed down the rate of spread. This is a clear ethical issue where the council prioritised money over the safety of the occupants, as they limited the contractor and engineers to the cheapest feasible cladding, which was known to have worse fire-retardant properties to other alternatives.

There were other issues that could have mitigated the spread as well. For example, there was insufficient fire extinguisher systems in place, such as fire hoses or a sprinkler system which would have put the fire out immediately. This once again shows a lack of funding and maintenance on an old building with insufficient fire safety. It is apparent to me that this building had been neglected and patched up as cheaply as possible, rather than completing risks assessments and maintaining the building to an exceptionally high standard and therefore, ensuring the safety of the occupants. Restricting the budget meant that the contractor was unable to provide a high level of workmanship and was forced to use cheaper, less appropriate materials. This clearly shows a lack of professionalism if they were willing to risk providing insufficient levels of safety to save money. This is unacceptable within the construction industry and has caused significant changes in terms of fire safety, competency, and inspections.

Afterwards it was found that [4] “52 other towers were identified using identical cladding after the fire in London alone, so the Grenfell renovation engineers appear to have been doing what was common practice.” This leaves the responsibility with the government/council, as they define what good building practice is. Further testing should have been completed before using this type of panel on such a large scale. Furthermore, “the specific cladding panels had been banned from use on tall buildings in the US and lots of warning had been given about fire risk for the specific aluminium cladding system”. In my opinion, that should have been enough to at least test and ensure that they were safe for use. [4] “Deliberately omitting items or supplying products that do not conform with the project specifications or the contract

requirements is also unethical". This was clear from the outset of the project that this was the plan of the contractors, as the next closest tender was £2.5 million more. This should have been a red flag for the council; however, they just wanted the job completed as cheaply as possible. Overall, there are many different viewpoints that can be taken from this specific scenario, but in my opinion both parties were to blame as both could have done more to provide a high standard of safety and protection for the residents.

In order to measure professionalism, companies must review how they are performing in terms of client satisfaction. In the construction industry, it is imperative that the client is pleased with the work that has been completed. A review from the client is crucial, as it identifies what must be improved for the future or what was performed well throughout the project. This will enable a Contractor to gauge how they are performing. Individual self-reflection for employees will allow them to reflect on what they found easy and what needs improvement. They can then be sent on courses to improve or find areas to focus on in the future.

Finally, getting others to peer review your performance and identifying strengths and weaknesses can allow for a different perspective. You then have the ability to work on different aspects in the future to further your skills and improve your competency. Is work having to be adjusted later on to ensure that it meets the required standards or is everything correctly completed first time? How many issues occur when constructing projects? The aim is to be as efficient as possible, so you can focus on problems in the present, rather than having to backtrack mistakes that have been made.

## 2) Professional Development

### 2.1) Provide an up-to-date CV

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| <p style="text-align: center;"><b>Louie Brace</b></p> <p><b>Address</b> – Stoney bank<br/>Crynallt Farm Road,<br/>Cimla, Neath Port Talbot,<br/>SA11 3RL</p> <p><b>Home Phone Number</b> –<br/>01639 642690</p> <p><b>Mobile Number</b> –<br/>07724813243</p> <p><b>Email</b> –<br/>lcabrace@hotmail.co.uk</p> | <div style="background-color: #00a0e3; color: white; text-align: center; padding: 5px;"><b>Personal Statement</b></div> <p>I am a highly motivated, hardworking, enthusiastic individual who is currently studying Quantity Surveying in the University of Wales Trinity Saint David and am seeking employment, as I enjoy being busy and believe that I have a lot of unutilised potential. I would like to develop my skills within the Construction Industry and further my education, building on my existing skills to better prepare me for the future. I am punctual, organised and can gain many invaluable skills, which will improve my future employability. I have had some previous experience working on site, however, have mainly focused on the educational side. I think both aspects are crucial in self-development and therefore, am looking to gain further experience within the industry. In school I achieved 9 GCSEs (C-A*) including Maths, English, and Science and have always enjoyed studying and setting future goals. This year my aim is to achieve a First in my second year of University. To help facilitate my studies and cover living expenses I am seeking employment. Thank you for reading, I hope to hear from you soon.</p> <div style="background-color: #00a0e3; color: white; text-align: center; padding: 5px;"><b>Voluntary/Work Experience</b></div> <ul style="list-style-type: none"> <li>• <b>Litter Picking in Rhossili Bay (2016)</b><br/>This involved 20 volunteers going to Rhossili Bay and scouring the beach for many days to ensure that it was relatively clear of rubbish. This was around 10 hours in total and it went towards our WBQ. A report was compiled and used alongside picture evidence to support this.</li> <li>• <b>Site Placement with Bouygues at Sandfields Comprehensive (May-June 2018)</b><br/>During this short placement, I completed many tasks, such as calculating the prices of different materials. This included completing measurements, calculating the amount of fencing required around a site and how much the materials would cost for the fence. Additionally, I shadowed Site Managers, gaining an understanding of how a site operates. This included managing where walkways should be, instructing different groups of workers to complete specific jobs, and ensuring that they were completed to the required standard, on time. I also attended meetings where I gained experience first-hand, as to what goes into organising a project. Overall, I completed 40 hours of voluntary work with Bouygues, whilst constructing Sandfields Comprehensive.</li> <li>• <b>Designing Community Ramp (June 2018)</b><br/>This was completed as part of my WBQ Advanced Skills Challenge. It was 30 hours of voluntary work for the community, designing a ramp for Ysgol Gynradd Gymraeg Llywynderw. To do this we used software such as AutoCAD and Revit to design the style of the ramp, including dimensions and pitch. Furthermore, we completed research regarding the best materials to use and the rules and regulations required for constructing a ramp. Once this was completed, justification was required as to why certain materials were used for different aspects.</li> <li>• <b>Studied Engineering in Germany for 2 weeks (7-22 February 2019)</b><br/>This involved learning about Electrical Engineering in the first week such as PLCs and how we could programme things on a computer to make circuits perform specific functions. We completed this with Vishay in their training centre located in Heilbronn. In the second week, we completed the Introduction to Internet of Things course in Wilhelm Maybach Schule, which involved coding, computing sensors, and learning how devices work. We went on to learn information and passed the final exam.</li> <li>• <b>Worked in Gill's Store Ltd Post Office (May 2019-November 2020)</b><br/>This was a part-time job during college, which enabled me to earn some extra money to facilitate my studies, helped me to save for a car and pass my driving test. The job entailed basic shop responsibilities, such as customer service and replenishing stock. However, I was responsible for operating the Post Office service during my shifts, which meant I had to work individually and within a team.</li> </ul> |
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### Personality

- **Enthusiastic** – Will give 100% with any task that I am assigned
- **Driven** – Determined to achieve success and better myself
- **Eager to Learn** – I thoroughly enjoy learning and developing in general
- **Adaptable** – Able to work in different areas, depending on what is required
- **Hardworking** – Will strive to complete every task allocated
- **Team Player** – Able to work well with others and using my own initiative
- **Organised** – Able to plan and prepare things well to ensure that they get completed correctly
- **Time Management Skills** – Able to manage my time efficiently to complete any task that is set
- **Great Communication Skills** – Able to provide information quickly and efficiently to enable effective collaboration and problem solving
- **High Level of Mathematics** – Able to work out different calculations quickly and efficiently where necessary

### Education

#### Cefn Saeson Comprehensive School (2012-2017)

I achieved 9 GCSEs, ranging from grades (C-A\*) including Maths, English, and Science. Additionally, I achieved a Merit and Pass in WBQ and IT.

#### NPTC Neath College (2017-2019)

**BTEC Level 3 Diploma Construction (D\*D\*)**

**BTEC Level 3 Extended Diploma Construction (D\*D\*D\*)**

**Welsh Baccalaureate Advanced Skills Challenge Certificate (B)**

**CSCS Test CITB Health, Safety & Environment Basic Test Pass (Expired)**

**Swansea University (2019-2021)**

**FHEQ Level 4 in Civil Engineering (Pass)**

**University of Wales Trinity Saint David (2021-Present)**

**BSc in Quantity Surveying Level 5 (Currently Studying)**

### Personal Information/Core Skills

- **Clean Full UK Driving License**
- **Microsoft Office**
- **AutoCAD**
- **Revit**
- **Understanding of Contracts and Legislation**

### References (Available on request)

## **2.2) Summary of my Career or Work Experience**

I am yet to have a full-time job, as I am 21 and have studied continuously throughout school, college, and university. At 16, I finished school with 9 GCSEs and then went onto to college where I studied Civil Engineering/Construction for 2 years. In my last year of college in 2019, I won Student of the Year in Building Services. I achieved a triple starred distinction and then went on to attend an interview process with ICE for the opportunity to win a student bursary worth up to £8,000 with multiple large construction companies (Morgan Sindall, BAM Nuttall, Atkins) from around the country.

Unfortunately, I was unsuccessful in doing so, but although things did not go to plan, and it was intimidating having formal interviews with professionals, I took the experience on board and kept my head held high excited to learn more and develop my knowledge within the sector. I then went on to study Civil Engineering in Swansea University for 2 years. This was a positive experience initially, as my first year went well, passing all modules. However, in my second year I struggled a little more and ended up failing the year due to one module that I could not get my head around. I fell out of love with idea of becoming a Civil Engineer, not because I had failed, but more because I did not want to have a job which I did not enjoy. Even though, I am fairly strong in this area, I wanted to focus more on the construction, legislation, economics side of things, as that is what I enjoyed doing.

I decided that I would change my career path slightly and challenge myself to the new experience of studying Quantity Surveying. This was something that I was torn between when initially deciding what I wanted to study in university. I had previous site experience shadowing a Quantity Surveyor with Bouygues, where I learnt different calculations and was shown spreadsheets which I thoroughly enjoyed. This was one of the main influences on my decision to switch paths. Currently I am studying Quantity Surveying with the hope of becoming employed before I leave university, as this will enable me to gain as much experience as possible before graduating.

### **2.3) Proposed Personal Development Plan**

In the future, I hope to further develop within the industry and become a more well-rounded individual. I am looking to gain employment, as this will give me first-hand experience of the industry and allow me to apply the skills and knowledge that I have developed in education to a real-life working scenario. In my second year, my aim is to achieve a first, as this will put me in a good position heading into my final year. Furthermore, this should increase my chances of becoming employed. I would like to have the option as to which company I want to work for, rather than having to take what comes along. I understand that this will take a lot of hard work and personal improvement to achieve; however, I am determined to perform to the best of my ability and show what I am capable of.

#### **Strengths**

- Motivated
- Hardworking
- Adaptive
- Driven
- Enthusiastic
- Organised
- Selfless

#### **Weaknesses**

- Stubborn
- Introverted
- Sometimes Blunt
- Perfectionist
- Public Presentation

#### **Opportunities**

- Gaining employment will force me to work upon my weaknesses as this will be crucial for my future
- Improving my personal skills by speaking to people regularly that I don't know personally
- Challenging myself in scenarios that I am not 100% comfortable with

#### **Threats**

- Lack of focus and hard work will cause complacency. I want to ensure that I keep myself to a high standard to produce work that I am happy with and proud of submitting, rather than rushing before the deadlines

**What I need to achieve my goals**

- Hard work and motivation to achieve the goals I set myself.

**2.4) The importance of understanding organisational behaviour**

[6] “Organisational behaviour describes the behavioural dynamics that occur between groups and individuals in an organisational setting.” This is vital in almost every aspect of construction, as all groups must work together to complete a common goal. For example, if one group are a week behind, they are causing a knock-on effect on the schedule. This can end up costing contractors thousands in delays and lots of headaches in terms of planning when major tasks cannot be completed. The five main elements of organisational behaviour are people, structure, technology, social system, and environment. Understanding these elements can enable business leaders to achieve short and long-term goals for improving employee productivity and success. Different methods of training can be used to ensure that employees are continuously furthering their development, collaboration, and overall work-based skills.

The purpose of studying organisational behaviour is to analyse the effect of social and environmental factors that affect the way employees or teams work. The way people interact, communicate, and collaborate is imperative if a company wants to succeed. From analysing and understanding the employee’s tendencies they can focus on areas that must be developed in order to improve the effectiveness and efficiency of the workforce. Furthermore, it improves communication channels and protocols between employees, allowing them to communicate effectively with everyone, rather than just people within their groups. This then eliminates the middleman and ensures that frontline employees understand clearly what needs to be completed and when.

Furthermore, it can identify which models of management are better suited to a team. For example, some groups might prefer an autocratic style where an individual controls all the decision making, and some may prefer supportive models where the leader supports the employees in every possible way to ensure that they feel comfortable in the position they

have been assigned to. Another thing that could increase productivity is to incentivise workers by giving them bonuses etc. if they perform well. This should encourage effective collaboration and competent work to be completed throughout.

Ensuring that employees are comfortable with the environment they work in will enable them to perform better. Leaders must encourage and motivate employees to provide work of the highest standard, whilst clearly communicating what they are completing and a rough time scale of when their part will be finished. This then ensures that others are clear on what they must achieve in order to play their part within the team. Furthermore, it promotes innovation and improves their open mindedness, as they will be more inclined to take constructive criticism to better themselves. A social office space would be ideal for this, as it allows questions to be asked directly if necessary and encourages collaboration compared to individual offices. [7] “The openness of an office can make employees feel a sense of calmness.” However, understanding the nature of different employees is important, as some may prefer being around others to help or give guidance, whereas others would prefer a quiet space to carry out what is required of them. Therefore, it is all about gauging which individuals are best suited to which environment. A leader that can do this will be able to get the most out of their team and ensure that work is completed efficiently.

[8] Good workplace relationships can enable great work if a group of individuals work better together, then continue pairing them. Once cohesion is established within a team, it should allow them to thrive, which in turn is good for the company. However, if there is tension, then hopefully this can be aired and then dealt with, rather than having passive aggressiveness and employees trying to one up each other at every opportunity, as the main goal is to perform as a team. It is imperative that conflict is avoided and hopefully issues can be nipped in the bud before the severity of the situation increases. If this cannot be solved by talking and the relationship continues to cause problems, then further action should be taken to prevent the chance of a divide occurring in the team. [9] In a team, motivation is crucial to improve productivity and without it, people will procrastinate, underperform, and become complacent with their level. This is why it is vital to continuously encourage and inspire individuals to better their level and to give 100% effort in everything they do.

I believe that gaining employment would further my personal and collaborative skills, whilst improving my productivity, and efficiency. Furthermore, my career prospects would increase

due to the experience gained from working within a team and continuously striving to better myself. I believe that when working in a group, it is important to enable others to perform better and support them to achieve what is required. This will then improve morale and encourage others to reach out for help if required. Personally, I enjoy working in this type of environment as if I have any queries, then someone can provide support, so that my work can be completed correctly. Additionally, I enjoy being able to help others if I have the existing knowledge to do so. By working on these aspects, hopefully I can become more team-oriented rather than self-oriented.

However, in University I believe that it is difficult to be team-oriented, as you have to focus on your own deadlines and studies, rather than helping others out frequently. I enjoy working with others and I believe this should be incorporated more frequently, so that individuals get the opportunity to experience a team environment before they go into full-time employment. I believe that this would further my knowledge within the industry and enable me to become a more well-rounded individual, as I could learn new skills from individuals already working within industry.

### **3) Leadership**

#### **3.1) Importance of understanding Leadership theories**

[10] “Understanding leadership theories is essential for improving leadership skills. Most of us have a preference for the way we lead others. This comes from training, experience, or observing others we admire.” It is vital that every professional understands leadership theories, as everyone wants to feel comfortable, build relationships and complete work to the highest standard. Therefore, professionals must know how they can best utilise team members depending on the scenario required. If someone can work effectively on their own, then it is important to let them do so. Others might struggle with this and would rather be paired up with someone to complete multiple tasks. Leaders must be able to effectively select the appropriate people for different roles. Some individuals might be more specialised for certain roles and others will be more well rounded and can fit in where required.

There are a variety of different leadership styles that can work effectively in the construction industry. I believe that the type depends on the scenario because different groups of people react to situations differently. Some might require more support and encouragement, whereas

others will need strict harsh direction to ensure that they complete the job correctly. This will involve gauging an individual's personality, as some people will have to be managed in different ways to be utilised best.

Leadership styles are the way that a leader interacts with their team and the way team members operate. The nine main leadership theories are, Great man, Trait, Behavioural, Autocratic, Democratic/Participative, Transformational, Transactional, Contingency and Situational theories. These can all be used depending on the scenario, team, or preferred leadership style. [10] "The Great Man theory suggests that leaders are born, not made." This means that from birth they would have traits like charisma, courage, intelligence, confidence, and excellent communication skills. Sometimes this is the case, and someone will naturally take the lead and feel that they are best suited to do so. However, this leaves very little room for discussion as to who is best suited for different roles etc. and therefore can be similar to an Autocratic leadership. The Trait theory indicates that individuals have certain personality traits which indicate leadership. This theory is similar to The Great Man; however, these can be developed traits over time, rather than from birth. The Behavioural theory believes that leaders are made and not born and therefore, opposes the other two mentioned previously. This focuses more on techniques, analysis, and cooperation. It suggests that anyone can become a leader with experience and time.

[11] An Autocratic leader will tell other what to do and expect them to complete the work without questioning the leader's judgement. [12] Although this can be effective in specific circumstances, this is not an efficient style for the entire project, as the leader must allow for collaboration and individuals to have their say in what is required. A Democratic leader will consult others before deciding a plan for tackling the project. The leader's decision is still final; however, others are able to influence the leader and discuss other alternatives. Sometimes this can be detrimental to a project, as the most popular decision is not always the correct decision. Therefore, it is important that the leader gauges what is the correct move to make.

Transformational leadership aims to empower their team to make their own decisions based on the information provided to them. It allows them to have a say in how the project should be run. This can be incredibly time consuming and cause indecision if there are many individuals making decisions; however, as long as everyone is committed to providing work

of a high standard, this can be effective. Transactional leaders base their leadership on incentives and results. Goals are set and if they are achieved, then members will be rewarded accordingly. This can be an effective way of motivating individuals to work to the best of their ability to ensure that work is completed to the highest standard. However, although this all sounds good in theory, issues can arise when team members become disheartened when not achieving the goals, whilst others have. This type of leadership tends to be narrowly focused, discourages creativity and does not aim to build relationships, which can split the team apart.

[10] The Contingency theory was developed by Fred Fiedler and suggests that leaders naturally fall into two groups. They are either a task-oriented leader or relationship-oriented leader. It “suggests that a task-oriented leader drives higher team performance when the situation is both highly favourable or highly unfavourable.” Whereas a relationship-oriented leader will “enable the team to perform best when the situation is more moderate.” Effectively the task-oriented leader will be motivated by results, whereas the relationship-oriented leader will be motivated by great teamwork and should be the more sustainable leadership theory. A Situational theory believes that leaders must adjust the way they lead depending on the scenario. There are four main types of styles for this theory, supporting, coaching, delegating, and directing. Which is required will depend on the nature of the task and personality of team members. Some leaders will find this difficult, as naturally they may favour one type of leadership theory.

“A construction project is highly dependent on the project leadership.” A good leader will enable others to perform better and motivate them to complete work to the highest standard. They can select individuals that will thrive in specific roles and aim to get the best out of every member of the team. However, a bad leader can really disrupt a friendly, cohesive environment and turn it into a toxic, blame game. Therefore, ensuring that a strong well-rounded, fair leader is selected from the outset should set the project up for success.

From previous experiences my favourite type of leadership to work under is democratic, as I am happy to collate and identify what is required to complete tasks successfully as a team. Additionally, I would rather make mistakes as a team rather than have one individual that lets the team down and takes all the blame. Furthermore, I believe it encourages collaboration and can sometimes reduce the workload, which is helpful for all parties. People should feel more

comfortable working in an environment where they can debate with and question leaders. Personally, I feel most comfortable when others are satisfied with the tasks they have been assigned. This way I can play my part in the team and produce work of a high standard.

Previously, I was employed part-time in a post office shop, alongside my college studies. The owner would run the shop in an autocratic style, ensuring that the team was completing tasks the way they specified. This made it difficult to structure jobs because once the boss arrived, other things were more important than what had been planned, and it was crucial that the other job was the priority. A lot of the staff struggled with motivation, working long shifts and it caused many people to resign. After over a year and a half of working there, I decided that operating in this type of environment was unnecessary just to earn a little extra money, as at the time my university grades were suffering. I believe that this decision has been incredibly beneficial, as it has enabled me to prioritise my future and give 100% in my studies. However, I would not change the experience, as I have gained many different skills and financially benefited, which enabled me to pass my driving test and buy my own car. Therefore, I have increased my future employability and opened doors that would not otherwise be there.

If the job was more stable and less stressful, then I could have worked one or two shifts a week and I might have considered staying. However, my studies were always my main focus and therefore, I knew the move I had to make. Once I decided to hand in my resignation, there was no incentive to stay. All they cared about was the fact that I was to work my two-week notice. This seemed very cutthroat considering I had worked there for well over a year through Covid when others had walked out. However, this can sometimes be the nature of an [12] Autocratic leader, where everyone else is wrong and they are always right. They wanted to seem like they were doing me a favour for employing me, rather than valuing what I brought to the team. Constantly micromanaging your team is not effective, as workers will be forced to change tasks, so that the leader is satisfied. This affects productivity levels and consequently individuals will not have time to complete main tasks, as they will be busy doing other ones.

An Autocratic leader wants team members to know that they are in charge and what they say goes. This can be disheartening for employees, as they cannot have a say in the management of a project etc. Additionally, this could cause the team's confidence to be knocked, and they

might start to lack initiative and become dependent on the leader to guide them. So, when the leader is not present, there will be a lack of definitive clear decisions, which causes confusion and misunderstandings. In my opinion, this type of leadership can become just a vicious cycle of demands, unless coordinated by a fair, experienced leader. Finally, the majority of the time, the leader will end up taking all the credit without rewarding team members that put in equally as much effort or sometimes even more.

### **3.2) Personal Statement**

A democratic/transactional leadership style is how I believe is best to lead, as it gives employees an incentive to complete work within a certain period of time, as they will be rewarded for doing so. This mitigates delays, improves productivity and workmanship. Furthermore, it ensures that there is a clear vision on what is required and when. Additionally, by having only a few points of contact, it ensures that workers will receive a unified, decisive answer when asking questions. This style of leadership is required within the industry, as workers need to be motivated to complete work to a high standard. If energy levels on site are low and stagnant, then this can lead to complacency and can become a little bit toxic. However, in some scenarios it is crucial to review the requirements of the project and discuss any queries team members may have.

I believe a leader should be decisive and competent. This ensures that tasks are completed quickly and effectively, with minimal confusion. Initial discussion between members is necessary to define what is required in order to tackle different problems; however, after this a leader should make a decisive decision as to who performs what and when it should be completed etc. They should be able to take constructive criticism if someone identifies a potential issue with any element of a project or if someone has been assigned to a role that they are not suited to. Additionally, members of the team have to trust their leader to make the correct decisions. On the other hand, a good leader must be able to trust members of the team to perform their roles competently to a high standard and try to prevent micro-managing every single element, as this is not feasible and can sometimes cause more disruption. This is why on larger sites there are multiple site managers to manage different groups/elements and ensure that work is being completed efficiently and safely.

Alongside these other qualities collaboration is required as others might have spotted issues which the leader has missed and therefore, it is important to have the ability to listen to others and analyse problems that might occur during the project. A plan should then be devised with the team as to what is required in order to solve these issues. An environment where individuals are able to give their opinions on different areas should increase positivity and motivation within a team.

In my opinion a solutions-oriented leadership philosophy is most comparable to my personality. If there's a problem, then I like to devise a solution. I would describe myself as a forward thinker that likes to plan in advance and look for logical explanations to solve problems effectively. Every problem is a solution and a new opportunity to develop and further existing skills. Encouraging others to view things from this perspective can inspire them to further themselves and motivate them to become a stronger, more well-rounded individual. If everyone has this goal, this should improve productivity, adaptability, and competency within the team, which is what is required to keep standards high.

#### **4) Teamwork**

I enjoy working in a team-oriented group, as I want to achieve success more than anything. I am willing to fill positions in order to enable others to perform better. I would like to think that others trust me to completed work competently on time, whilst giving pointers in order to help others. I believe that collaboration is fundamental because personally I like to ensure that I am completing work to the required standard, so that others are satisfied whilst being able to take constructive criticism to improve myself. Challenging yourself in every area is important, as in this industry it is imperative to continuously improve your level and keep in touch with modern technology and methods. Being a well-rounded individual and having a large skillset tends to be preferable when being selected for a team.

If members are comfortable, they should produce higher quality work, as they will have a better understanding of the area or be more inclined to gain an understanding. When others fail to reach the level required, it is important to support them, in order that they do achieve this level, rather than criticising them for not providing what is required. Encouragement should be a priority, as personal success is irrelevant unless work is completed to the required standard and goals are achieved.

Previously in Swansea University, I was asked by members of my team to complete a large amount of work in a very short time period due to two other members not contributing to the specified aspects of the project. Communication was poor, as the two students were based in China and so the time zone difference made it hard to collaborate effectively. It was a few days before the submission deadline, and we identified mistakes where the two students had missed required content in the assignment. If this was left out, it could affect our grades significantly, as the project was 50% individual and 50% group work. So, the rest of us had to complete the work instead, which involved 12/14-hour days to ensure that the work was completed to the required standard. This was incredibly frustrating, as it should not have been our responsibility, as it was made clear from the start who was to complete different aspects of the project.

[13] I believe The Tuckman's FSNP (FSNPA) model is a great way of working effectively as a team. This is based off five steps, Forming, Storming, Norming, Performing and Adjourning. Firstly, individuals delegate who completes what and establishes ground rules as to what must be completed. This is when a team is assembled, and the individuals are complete strangers or have very little experience working with other team members. The next part is where members go away and start to complete work as individuals, rather than a team. This is where solo tasks should be completed and there is very little in terms of collaboration. After this, those that have finished their tasks, work together with others to ensure that everyone completes what is required to a high standard. This then allows for an open, friendly working environment where people trust each other and ask for help where required etc. Before finally reaping the rewards of completing the tasks and recognising members' contributions.

## **5) Conclusion**

- The importance of Professionalism and Ethics as a future professional
- Types of teamwork theories applicable within the industry and the importance of them
- Leadership theories applicable within the industry and the importance of them
- Self-reflection in all aspects of life
- Setting future career prospects and goals
- Identified personal strengths and weaknesses

- Identified personal opportunities and threats for the future
- The importance of future personal development and continual self-development
- The importance of understanding and keeping up to date with continually changing legislation, standards, and contracts
- Learning industry standard skills such as using common language
- Career development in terms of learning new skills and furthering existing ones
- The importance of Accreditations and getting involved with Associations
- The importance of competency and teamwork
- Conflict management and avoidance when working in a team

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