

The role of the professional within the Construction Industry



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Student Name: James Lloyd
Student ID: 1900878
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Lecturer: Rachel Cook
rachel.cook@uwtsd.ac.uk

ACBA5008: Self-Development, Professional Practice and the Management of Construction Personnel

James Lloyd

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Assignment Task

Task Description

The effect of Covid 19 has put increasing pressures on the Construction Industry in 2020. Never has there been a more important time for good management practice in a range of areas that have been affecting Construction organisations in the UK.

Most man-made disasters do not happen because one single thing goes wrong, but rather as a result of the gradual accumulation of faults, errors and vulnerabilities that a healthy “safety imagination” can prevent. Reflecting on the impact of previous disasters in other sectors, from the Flixborough chemical plant blast of 1974 to the San Bruno pipeline explosion of 2010, this article charts how Grenfell Tower must now take its place in the roll of deadly but avoidable failures that, too late, sparked systemic overhauls in safety consciousness.

Jan Hayes

Available: <https://www.tandfonline.com/doi/full/10.1080/20450249.2017.1367559>

Pages 76-79 | Published online 29 Aug 2017

‘All constructors of buildings have duty to those in and around them to provide a safe structure. To help achieve this, building regulations are designed to ensure buildings are safe, amongst other things. If the constructors were warned against using the combustible cladding, they knew that it was a danger and would go against their duty of providing a safe building.

If they knew this, they would see that the building regulations were outdated. At this point, it could be argued that the contractors should have used their virtues to morally judge the situation and act accordingly. Virtues can be thought of positive character traits within an individual that allow them to make moral decisions’.

1. Professionalism and ethics

Discuss the importance of Professionalism and ethics within decision making in the construction industry. Apply this theory to an incident with the construction industry. How can we measure professionalism within the construction industry?

1500 words

2. Professional Development

Provide an up-to-date CV. (No word limit-**Formative**)

Give a summary of your career or work experience to date and organisational context. (No word limit-**Formative**)

Provide a proposed personal development plan. (No word limit-**Formative**)

Discuss the importance of understanding organisational behaviour and the benefit this would add to your personal development.

1000 words

3. Leadership

As a potential professional discuss why is it important for you to understand Leadership theories. Discuss the various leadership styles and where possible, discuss an experience you have witnessed (please anonymise anyone discussed). Write a critical analysis of the event with reference to key readings, relevant leadership/management models and approaches, whilst using your own observations. Consider the approaches taken and how they influenced the event and outcomes and what you think might have been done differently.

Write a personal statement about your own leadership style, philosophy and key approaches (guide 400-500 words)

2000 words

4. Teamwork

'Construction is a collaborative activity – only by pooling the knowledge and experience of many people can buildings meet the needs of today, let alone tomorrow. But simply bringing people together does not necessarily ensure they will function effectively as a team. Effective teamwork does not occur automatically. It may be undermined by a variety of problems such as lack of organisation, misunderstanding, poor communication and inadequate participation'.

What do you bring to the team? Provide a personal statement / reflective account of your own teamworking 'journey', drawing from personal experiences, observations, supported by references to teamwork models and theories you have studied in the module.

500 words

To conclude this module, please provide a brief summary (bullet point list) of personal learning points gained across the module (Guide 150-200 words-**Formative**)

Task 1 Professionalism and Ethics

The Concept of Professionalism in the Construction Industry

Across the UK Construction Sector, it can be identified that the profession of Construction Management is very demanding and challenging. From the perspective of a project's client and associated shareholders, in order to be successful, the assistance of a wide range of construction professionals, with varying expert and unique knowledge. Generally, these construction professionals include, but are not limited to architects, quantity surveyors, site/project managers, civil engineers and also specialised consultants such as structural, mechanical or electrical engineers.

Professionalism can be described as the standing, practice and methods of a professional. Therefore in order to understand the meaning of Professionalism within the Construction Industry, it is important to examine the professional in question. As discussed above, a professional is described as a person who is employed to undertake a specialised set of tasks under their area of expertise. Common examples are a quantity surveyor managing the financial aspects of a job, whereas an architect is concerned with the design and construction of it. Most professionals within the UK Construction Industry are governed by established professional institutions who enforce strict rules to regulate the conduct and ethical approaches and behaviour of professionals within different areas and expertise. It is within these rules and guidelines that encourage the attributes such as trustworthiness, competency, integrity and respectfulness.

The Identification of Ethics in the Construction Industry

Ethics, evolved initially from religion by many thinkers, generally comprise of a system of moral principles, by which our actions are judged and recognised as good and bad, or right and wrong.

"Ethics are a part of our decisions in both everyday life and business – and that includes the construction industry."

Of course, it can be seen that construction businesses and companies can reap the same benefits as any other business across the UK varying industries and sectors would by following the same ground-level and underlying (basic) ethics. The construction industry offers further ethics for consideration in the form of Corporate Social Responsibilities (CSR). CSR is the unconscious procedure of business minimising the negative impact of projects and its operations. This includes both members involved with the project/scheme, through construction and its later lifecycle, or even the broader surrounding community. Whilst mitigating the poorer and negative impacts, the positive impacts are promoted and encouraged. Whether its carbon related with minimising the carbon footprint and encouraging biodiversity or through social impact with procurement and employment. CSR's are still not considered legal requirements for construction businesses to adhere to however it goes without saying the positive ethical practises can improve a company's reputation.

To consider the professionals within the industry previously listed, each profession has associated construction ethics to consider. Beginning with Architects, the following can be considered as unethical behaviour: concealing of construction errors or mistakes; stealing another professional's drawings; charging for incomplete work and costs not incurred or overstated. Project managers on the other hand consider ethics and social responsibilities in their every day tasks. There should be no conflict between morality and good management. Lastly, construction contractors in general (considering the employed workforce involved like

site managers and quantity surveyors), are expected to behave in an ethical manner. As part of professional integrity, contractors are looked to be open and honest when making valuation claims or pricing up additional work.

The Consideration and Importance of Professionalism and Ethics in the Construction Industry

On June 2017, a fire broke out in a small kitchen on the fourth floor of the 23 storey tower block in North Kensington, West London. It took less than half an hour for the fire to spread through the exterior cladding on all four sides of the building. This unfortunate, yet avoidable disaster recorded 72 deaths.



Still to this day, the UK construction industry continues to scrutinise the methods and decisions that ultimately allowed such tragedy to happen. The identifiable causes for the Grenfell Tower fire and its associated catastrophic consequences was ultimately narrowed down to the construction methodology of the new cladding system 'revamp'. Investigation into the materials and its product literature and detailing, certification and policies, legislations and regulations in the sector were all examined. Not only was the product itself to blame but the construction team that underwent the refurbishment project also have to take responsibility. It is within the following paragraphs that I will analyse the extent of the blame on the Contractor, when evaluating the potential professionalism and ethical issues that could have been avoided.

After having done some research into the Grenfell disaster, in my opinion, one of the most glaringly obvious and perhaps the biggest flaw that led to fire was that the cladding panels and insulation used was never tested together before its installation. It is to be noted that both have also been valued engineered during the bidding phase of the refurbishment tender in order to cut costs by the client. To make matters even more questionable, the cladding elected to be used and ultimately was used for Grenfell, is said to be banned from tower block buildings in the US. The valued engineered aluminium composite material had concerns raised over its fire risk too. The fact that personnel involved in the decision-making, hadn't expressed their concerns and that the contract as a whole was happy to proceed with the untested materials adds to the growing ethical concern not shown.

It is also reported that following the conclusion of the renovation, none of the client – being the Government, the Design and Build (D&B) Contractor, the local Fire department or the Building Control Officer did not deem the project was safe for the end user, being the occupants of the 23 storey building. However, the alarming concern is that not only was the residents'

health/wellbeing afterwards was considered, but the workers involved during the refurbishment too also fall under this category. Without a doubt, if the safety of someone is not considered – according to reports, at all, then surely it is a breach of the company's professionalism as a direct act of unethical behaviour.

Having been involved in the industry for nearly three years now, I am well aware that contractors tend to hide defective works or errors. This doesn't include objectively wrong work in this case but instead minor problems such as something being set-out wrong, or a minor colour error, etc. In this case, the quality of the build is questioned to be beyond poor, which is shocking when considered. Deliberately handing over poor-quality work, or a whole project that is knowingly defective is a major red flag when looking into the ethics behind Grenfell. Contracts have clauses where quality is discussed, outlining agreed requirements and specifications. Anything below this standard is unethical, unfortunately.

Task 2 Professional Development

CV

CV

James Lloyd
27/05/2000
83 Maes Ty Gwyn, Llangennech, Llanelli, SA14 8XP
Email: james.lloyd12361@gmail.com
Tel: 01554 824028 | Mob: 07503 693999

Personal Profile

I am a hardworking, honest individual. I am a good timekeeper, always willing to learn new skills. I am friendly, helpful and polite, in addition to having a good sense of humour. I am able to work independently in busy environments and also within a team setting. I am outgoing and tactful, and able to listen effectively when solving problems. Furthermore I am a punctual and motivated individual who is able to work under pressure and produce high standards of work. I am an excellent team worker and am able to take instructions from all levels and build up good working relationships with all colleagues. I am flexible, reliable and possess excellent time keeping skills. Lastly, I believe that I am an enthusiastic, self-motivated, reliable, responsible and hard-working person. I am a mature team worker and adaptable to all challenging situations. I am able to work well both in a team environment as well as using own initiative. I am able to work well under pressure and adhere to strict deadlines.

Education

06/09/2011 – 27/05/2016:	Ysgol Bryngwyn School
	GCSE, Mathematics, A
	English literature, B
	English language, B
	Welsh 2 nd language, B
	Separate science Biology, B
	Separate Science Physics, B
	Separate Science Chemistry, B
	Religious Education, A
	I.C.T., A
	Geography, B
	D+T Resistant materials, C
	Statistics, B
05/09/2016 – 15/08/2019:	Coleg Sir Gar
	A Level, Business Studies, C
	Applied I.T., D
	Geography, C
	Welsh Baccalaureate, C

Preview screenshot above, full document available within the bibliography at the end of the assignment.

Career Summary

As visible in my CV above and in the bibliography, my career in the construction industry began with multiple weeks experience with WRW Construction Ltd. WRW was a large main contractor business located in my local town of Llanelli. I was well aware of them prior to applying for work experience through their extensive work in the area, such as the well reported Oystermouth Castle restoration in Swansea and many local schools. Having met Nina, the HR manager in a business fair whilst undergoing my GCSEs, I established a good relationship with her, constantly conversing about wanting to join the industry and seeking help about gained relevant experience and qualification guidance. Throughout my weeks of work experience with WRW, I had seen a range of their jobs ranging from a refurbishment of the National Library of Wales in Aberystwyth, Morfa school refurbishment, and the initial tendering stages for a housing development on my doorstep in Dylan, Llanelli. This giving me a strong understanding of a variety of varying projects, all at differing stages of WRW's appointment.

Upon the conclusion of my third week of work experience, I was advised of the future steps that I needed to undergo in order to qualify for the a potential future job in the near future. During my college studies, I got a generic part time job in retail in order to save for a car, as WRW required its employees to be able to drive. Coincidentally, my time working for M&S also helped me improve my charismatic and numeracy skills, both vital skills for the industry. It was in 2019 that I handed in my notice for M&S having successfully applied and got given a permanent job with WRW for a trainee role.

Following the summer of 2019, I worked for WRW for nearly two years, having been involved with a variety of jobs in an assistant role to a more qualified QS. I saw the handing-over of an apartment complex in Aberystwyth, the housing scheme previously mentioned during my work experience had begun and I was responsible for the procurement of phase 2 works and also towards the latter end of my stay I worked on a Museum scheme in Pendine. Throughout this time I studied at Swansea University and this course.

Unfortunately, WRW Construction Ltd. Entered administration during July last year. This therefore forced me to become unemployed, along with over 100 other former members of staff. I wasn't out of work for long luckily as I was later head-hunted by a former WRW employee who left the business before the unfortunate events of July, and was later interviewed and employed by Morgan Construction Wales in Carmarthen. This company in comparison is far smaller than y former, however is only concerned in constructing its own housing development schemes. It is here I have been since July, enjoying my time and expanding my knowledge and interest in construction further.

Proposed Personal Development Plan

As part of my first year in University, I was set the assignment of creating my own Continuous Development Plan (CPD) to present my current studies and progression, in line with any training and personal development undertaken. In order to meet the criteria of this task, I will again utilise this spreadsheet where I track all my developments that concern the construction industry, whether its university, training, or just general tasks in work where I've developed certain skills and understandings.

The duration of the exercise began with the intention to just utilise it for the initial coursework submission, however having lost my job at WRW due to the company entering administration, I found that it was more relevant than ever for writing my CV. Within the CPD, I record all informal and formal learning I receive and experience. From this I discuss what I learnt and then later, how it has benefitted myself in either the short term or long term. The logs recorded within my CPD exercise will include both learnings from University - concerning the course I am currently enrolled on, in addition to in-house training, learning experiences or techniques and processes I pick up throughout my employment within the construction industry. From these records, I then determine a future direction that I could take to maintain/improve my learning experiences. My CPD includes:

1. A brief overview of past professional experience to date.
2. The three plus months-worth of development and learnings I undertake.
3. A minimum of 20 individual entries to the CPD.

Lastly, A predicted development plan for the years of the future – although this was proven rather difficult when I was unemployed as I was unsure what business I would work for given the administration problems.

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Below I will illustrate some of the records through screenshots. Unfortunately I cannot add the whole spreadsheet as a PDF because of its extensive size and the number of sheets it would require would make difficult reading, so I hope the screenshots of records will be conclusive.

Professional Personal Development Continuing Professional Development record				
Name	Student Number	Discipline		
James Lloyd	1900878	Apprentice Quantity Surveying		
CPD Plan (Anticipated 1 and 3 year plan)				
Learning	Classification	Objective	Start Date	End Date
Apprenticeship	Internal and External Training Courses	To develop and improve necessary skills, my knowledge and the routines used to complete tasks related and directly used within the working environment for Quantity Surveying.	02 September 2019	04 September 2023
Univeristy	Univeristy Work, Tasks and Assignments	To understand the role of a Quantity Surveyor in addition to knowledge concerning the built environment that can be used and implemented throughout the job and its associated tasks.	23 September 2019	14 July 2023

At the top of the CPD, as discussed I've discussed my long term plans, this concerning both a work related objective and an educational/university oriented goal.

CPD Log					
Date	Duration	Classification/Type	Objective	Learning / Outcome / Benefits	Reflection
02 September 2019	8.5 hours (1 day)	Internal Training Course	Personal Induction Day to WRW Construction Ltd. (Part 1 of 2)	Derived the principles of the company including their motives, processes and working environment.	Prepare for following induction day.
03 September 2019	8.5 hours (1 day)	Attendance for Additional Training Relevant to my Professional Expertise	Personal Induction Day to WRW Construction Ltd. (Part 2 of 2)	Understood my position within the business, concerning my role, responsibilities and working practices.	To arrange to introduce myself to my colleagues and develop working relationships within the industry.
12 September 2019	4 hours	Shadowing and Assisting an Experienced Colleague	Developing Working Relationships in Construction and the Built Environment	Participated in an email and verbal conversation over the phone to the supply chain to build and develop an ongoing working relationship.	By building my confidence through conversing with subcontractors, I have begun to improve my communication skills and confidence. This will be vital to my success in the industry.
17 September 2019	4 hours	Self Study	Read a Book about Microsoft Excel	Read 'Microsoft Excel Made Easy 2018-19 edition'.	By reading this book and using it frequently to complete spreadsheets, I have greatly increased my understanding in the topic.
23 September 2019	2 hours	Internal Training Course	Site Induction Training	Acknowledged the organisation and operations of the construction site and of my responsibilities, focusing on health and safety.	After undergoing and completing my site induction, I am now able to go to site knowing health and safety conditions and procedures to follow in the event of an emergency or danger.
07 October 2019	4 hours	Shadowing and Assisting an Experienced Colleague	Preparing and Evaluating Supply Chain Tenders in Construction	Constructed an enquiry and issued to a variety of contractors for pricing a quote concerning completing the outlined works to a specification and detailed drawings.	Began understanding the procurement process for a variety of subcontractor trades, enabling me to effectively complete this task individually in the future.
09 October 2019	8.5 hours (1 day)	External Training Course	Site Management Safety Training Scheme (SMSTS) Course Training (Part 1 of 5)	Introductory tasks to health and safety responsibilities and how to manage health and safety at work.	Prepare for following visit (2 weeks from this one) in order to benefit the most out of the course.
14 October 2019	6 hours	Shadowing and Assisting an Experienced Colleague	Work Scheduling and Procurement in Construction and the Built Environment	Produced a procurement schedule in accordance to a projects programme outlining contractors required on-site and the status of the procurement for all concerning works.	Implemented techniques and processes learnt from my peers and procured my first sub-contractor package.
23 October 2019	8.5 hours (1 day)	External Training Course	Site Management Safety Training Scheme (SMSTS) Course Training (Part 2 of 5)	Revising the managers and supervisors role on the construction site regarding team building and working, informal arrangements and performance standards.	Refreshed on important procedures and practices required to be followed on site.
28 October 2019	3 hours	Shadowing and Assisting an Experienced Colleague	Construction in Construction and the Built Environment	Examined site safety effectiveness and safety measures.	Practised effective manual techniques and...

14 January 2020	16 hours (cumulative over multiple sessions)	University Work, Tasks and Assignments	Course Work Submission	Completed module ACBA4006 Assignment 1 - 'Construction Materials' and submitted on time via Turn-it-in by 14/01/2020.	Researched into framing materials, in particular steel and concrete, with reference to their similarities and comparisons.
17 January 2020	2 hours	Shadowing and Assisting an Experienced Colleague	Chairing Meetings in the Built Environment	I was able to conduct and orchestrate a meeting with a contractor concerning variation works and reached an agreement with the other party concerning a price and programme for the works.	Obtained a hands on experience on conducting and hosting a meeting.
21 January 2020	10 hours (cumulative over multiple sessions)	University Work, Tasks and Assignments	Course Work Submission	Completed module ACBA4003 Assignment 1 - 'CPD Exercise' and submitted on time via Turn-it-in by 21/01/2020.	Researched into effective techniques to record a personal development programme, including a detailed review.

Above are two screenshots of multiple records from my early days of starting my CPD.

The Importance of Understanding Organisational Behaviour

The generic study into organisational behaviour provides an observation into employee behaviour habits and performance in their respected workplaces. By undergoing a thorough analysis into why employees behave the way they do, also the complex nature being the causes for certain behaviours, companies can begin to understand how to motivate employees, increase their performances, grow internal relationships and friendships and in the eyes of the company benefit through increasing the value of the human capital.

A comprehensive study into organisational behaviour can reap a multitude of advantages to both the organisation/employer and the employees. By creating a stronger relationship between the employees and people at the top end of the company like directors and managers, a better human resource department can be developed where expert strategies in establishing a productive, friendly, powerhouse-like environment can massively benefit the company. The growth of a manager and employee relationship can also minimise and mitigate the likelihood and severity of any rising disputes. Easier to predict or more transparent problems can be identified early, which later can be resolved reducing consequences to either party or the company as a whole.

Motivation can be seen as a major factor to a company's performance. By conducting an organisational behaviour study, employers can identify the current motivation level and its trend. A workforce with low motivation is far less profitable than a motivated one, let alone the issue with the number of problems and growing concerns being far greater in a poorly motivated business. Motivational tools can be developed to target the right areas and groups to increase morale within the office or sites which will later increase the productivity of employees. When directly correlating to performance, positive motivation will result with a much more profitable business with far more work being completed and the standard of such following in its rising levels.

The study not only identifies the productivity and motivational levels of workforce, but if done in enough detail, can look into each individual employee. By identifying interests, aspirations and of course their general skills and areas of expertise, a shuffle in the workforce where staff are reassigned roles or perhaps introduced to career paths can also benefit the business. In construction, this can be the case of perhaps promoting a site manager who is great at organisation and has extensive knowledge into a project to a project manager level, where he can then utilise his skills and understandings better for the business, reaping more benefits with the greater opportunity. Quantity Surveyors who are well experienced with certain items of cost such as electrical or mechanical packages perhaps could benefit greater when working in a design consultant role. By directing employees down the a more skill adhered or perhaps a more favourable role can increase both morale of the employee and the general functions and procedures of the business, becoming more profitable.

Touching on the more obscure benefits, employees can recognise extensive skill improvements through focused tasks. This extensive knowledge and new understanding can improve company procedures and perhaps profitability too. Businesses affected by consumers such as construction suppliers can achieve a better consumer buying behaviour understanding that can then be listened too to increase sales, grow customer relationships and encourage loyalty – repeat sales. Organisation behaviour studies, if done correctly without being too intrusive can present remarkable results prone to each individual employee. Characteristics and natures of employees such as introvert/extrovert social behaviours, leadership or team worker roles in grouped tasks or even more personal reason can all help improve the engagement between business managers and their employees. Overall, the organisation will achieve a greater and more friendly environment where motivation is high, resulting to productivity being strong. The goodwill of an organisation will be robust and the ultimate benefit of profitability and growth can be achieved.

Task 3 Leadership

Leadership Theories

In today's day and age, we describe the various approaches of leaders using leadership theories. These theories are derived from the leader's emphasis on traits and behaviours that are adopted to individual's own leadership abilities. Despite once being argued that in the past that leadership skills are inherent abilities, it has now been derived that leaders adhere to formal leadership theories.

As much as achievement recognise the full team involved, it is without a doubt that the leader plays a crucial role. Whether its considering the motivation performance, encouragement and engagement of the team, or the organisation and coordination from the very beginning. Without a leader, it can be argued that a goal or objective will be very difficult to meet, let alone smoothly.

'The Great Man Theory' is such theory that derives from the historic belief previously mentioned. This is the belief where some people are born leaders, possessing a range of positive traits and abilities, destined to be a leader. High level charisma, strong intellect, notable confidence and tremendous communication/social skills are the most identifiable traits of such person. It is argued that great leaders are born, not made or developed. The term Great Man was adopted to define such trait because of the historic, however now considered arguably wrong, understanding was that leadership was reserved for males. The theory is now more commonly referred to as 'The Great Person Theory'. Due to said skills being considered "inherent" in the past, I find it difficult to recognise a scenario in which I have witnessed such theory in person myself.

Moving onto the second theory, 'The Trait Theory' I found that the criteria to meet this theory was almost identical to the Great Man Theory. Alike the latter, this theory identifies the characteristics of historic leaders both the successful and unsuccessful ones, comparing them to potential future leaders to determine their effectiveness in the role. From the research conducted, I have concluded that the theory identifies physiological characteristics such as height, weight and appearance. This is partnered with a demographic comparison with considerations to age, family background and education, in addition to referencing intelligence which analyses decisiveness, judgement and knowledge/understanding. Again, my experience of leader's who focus on utilising 'The Trait Theory' is very sparse with no major events coming to mind to refer to.

'The Contingency Theory' disregards the sole focus on characteristics and traits and instead identifies the requirement of the leader's in the questioned situation. Once the correct type of leader and necessary skills, characteristic and traits is derived, it is then decided that a range of leaders is considered to be best suited to meet the requirements and fill the role. The general emphasis of this theory is that no singular leadership style is said to be the happy medium across the board and applicable to every situation. Researchers into the theory say that good leaders not only possess the relevant qualities but they also utilise the abilities and qualities of their followers, whilst understanding the situation at hand. This theory is the first theory in which I can relate to properly. During my time in GCSE's as part of personal development, we were encouraged to participate on the Duke of Edinburgh Bronze Award scheme which saw a group of six individuals map out and set off on a two day hike across the Gower Peninsular, Swansea. In order to effectively coordinate and manage the group, we internally were required to elect a team leader, responsible for the final decision making and major responsibilities of the group. As a result of mutual respect and being best suited to the required roles, I was elected as the team leader. Upon review, I can see that the qualities that I

possessed such as communication, encouraging team togetherness and overall respect between the group member, that I was most likely the best suited. A democratic vote then saw me elected to which I could effectively utilise said skills and orchestrate the expedition, of course seeking advice and opinions from my followers.

The fourth theory I would like to discuss is 'The Situational Theory'. Again the theory that one leadership style is adequate for all situations is the case here, alike the previous theory. Rather than looking into the potential leaders, it is instead the required role that is looked into. In broader terms, leaders should lead in a manner that the situation needs by assessing the variables such as the task itself and the team members involved. This method is different from the predecessor by factoring in maturity levels of the leader's followers. This can be classified as the following four groups:

- M1 Team members lack the motivational required for the jobs
- M2 Team members are ambitious to achieve something, but lack ability
- M3 Team members possess the skills and capacity but disregard accountability
- M4 Team members are motivated and possess the right traits/talent required

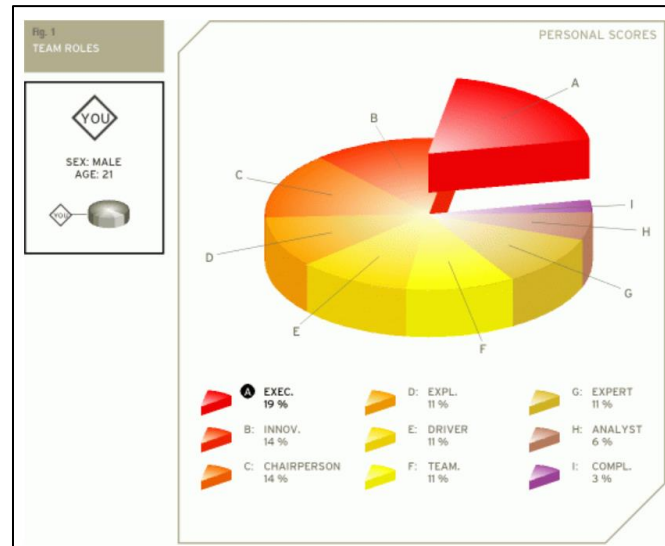
According to Paul Hersey, a renowned US professor studying into leadership theories, a leader exercises a particular form of leadership based on the maturity level of their team. Due to its similarity to the contingency theory, I believe it can be argued that my Duke of Edinburgh award example could also be relevant to this leadership style, however will refrain from referencing it here as multiple members of the team were motivated to lead however just lacked the relevant skills such as map reading and more personal traits such as organisation skills and communication.

Lastly, to comment on 'The Behavioural Theory', this focuses more so on behaviours and actions of leaders rather than their traits or characteristics. These behavioural actions can be separated into three separate categories. Technical skills is the first, where considerations into a leader's knowledge of the processes and technique. Human skills refer to the ability and maturity of interacting with others, so can be identified as social skills. Whilst the third and final consideration is the conceptual skills, which enable a leader to come up with ideas for running an organisation or group smoothly. This theory perfectly describes my experience in work and employment. Given I am still relatively new to the construction industry and its processes, as a Trainee Quantity Surveyor, I am never assigned the leadership role in any team meeting or project due to my lack of expertise and knowledge. In addition, despite arguable this should not be the case in today's day and age, youngsters in the industry like myself still suffer from prejudice and discrimination regarding our knowledge and abilities. I am not disgusted by this as I understand the majority of people's knowledge far outweighs mine and that's fine. Hence given team meetings and or team group work, I more so fulfil the team member role.

My Leadership Style

Having done some extensive research into leadership styles and approaches, I began identifying and relating to my own approach. This was initially started by conducting an online test to identify what team role best suits me. To do this, I completed a test utilising the online 123Test's approach. This approach requires me to complete an extensive questionnaire concerning a wide range of situations and how I would plan and execute certain tasks. It then calculates a total 100 points divided over nine various roles, with a maximum score of 25% per role. The team roles include: Executive, Explorer, Innovator, Analyst, Driver, Chairperson, Completer, Team player and Expert. This test does not identify my leadership style, however I

thought that it would be best to see if I possess the traits of a leader first, so that I can then look back and recall moments of leadership and identify my approaches. Below is the results of my test:



Available: <https://www.123test.com/team-roles-test/id=TK2VANFLU6JU&version=>

My most prolific role was the executive with a 19% comparison overall. It is described that this role is of the leader due to their well organised manner and diligent approach to tasks. I am said to be efficient, practical and systematic and quickly turn the ideas discussed within the team into objective and goals through action. Furthermore, my joint second role was called the chairperson. Again, this is a role trait and role possessed by leaders who seek coordination. A chairperson is the team member who emphasises on procedure and will instil unity within the team. Communication skills are strong and deals with team members respectfully and in an open-mind manner.

Casting my mind back, I have had a few opportunities throughout my life where I have possessed the leadership role amongst my team. This varies from being my football club's team captain for two seasons, leading my Duke of Edinburgh (DofE) group during the Bronze Award Scheme and even during college and university team projects. Throughout all said opportunities, I recall the biggest asset for me to rise to the occasion and lead/instruct is that I valued my team members recognising me as a friend, therefore I strived to retain trust and support throughout my leadership and plans. Great leaders not only lead by example but allow and listen to team members discuss approaches and consider them. Whether it has been to assist marking a player in a football team as my team mate was struggling, listen to possible alternative routes to take on the DofE expedition and even allowing team members to brainstorm their ideas and make sure they are heard. Leaders are often too busy issuing instructions that they forget to listen to other leaders and even their own following, a good leader knows that they don't know everything and everyone's opinion should be relevant. Of course, I instilled there is a chain of command, such as players losing their heads in football games at a poor performance, but is a chain of command built on earned respect. Getting involved is crucial for leaders, to show that they aren't above everyone else, we all have to work together to achieve a common goal. Part of the reason behind me leading the football team for two season was down to being able to bring results, rather than empty promises. And because clear

directions and advice was given, I believe that the team understood each of their roles and results followed. Given team working activities during college and university require everyone playing a role, it was important that everyone involved is valued and respected. I believe this is relevant to today's industry with leaders exhibiting good communication skills and equal listening skills, such that no employees feel inferior to one-another.

Task 3 Teamwork

My Teamworking Journey

As discussed above, following completing a test I was able to derive what kind of team player I am and skillset I excel in over others that could potentially benefit the team I work within. Continuing on with the analysis, my joint second highest role alongside chairperson was the innovator class. As the name suggests, this is the creative and imaginative person within a group. They play a crucial role in the initial stages of brainstorming, being a very vocal person in the process with the ability to continuously generate and develop on ideas. Problem solving is another favourable skill with the innovator providing the team with a more persistent way of getting around obstacles rather than scrapping the idea. I believe this strongly suits me as I've always considered myself a creative person, as evident with my initial interest in the construction industry being architecture and drawings.

Another notable skill when I adopt a team member role is that I am a driver. This role is described as someone who is perhaps a completionist. Combined with me being very ambitious and energetic, I often appear impatient or impulsive in order to motivate the team to carry on. Ultimately I wish the team to succeed, so combined with my organisational skills I believe these make a good combination for a team member. This in addition to being a reliable team member regardless of the role is very useful.

Throughout my career so far in the industry, I have mostly assigned myself to be a team worker in regards to my projects. This as previously alluded to, is mostly because of the lack of experience I have in the industry to date. However the positive of this is that by not being the leader, I am always approached with tasks and questions that encourage me to continue my professional development in the industry, with the availability of help from my colleagues and managers (leaders) too.

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CV

James Lloyd

27/05/2000

83 Maes Ty Gwyn, Llangennech, Llanelli, SA14 8XP

Email: james.lloyd12361@gmail.com

Tel: 01554 824028 | Mob: 07503 693999

Personal Profile

I am a hardworking, honest individual. I am a good timekeeper, always willing to learn new skills. I am friendly, helpful and polite, in addition to having a good sense of humour. I am able to work independently in busy environments and also within a team setting. I am outgoing and tactful, and able to listen effectively when solving problems. Furthermore I am a punctual and motivated individual who is able to work under pressure and produce high standards of work. I am an excellent team worker and am able to take instructions from all levels and build up good working relationships with all colleagues. I am flexible, reliable and possess excellent time keeping skills. Lastly, I believe that I am an enthusiastic, self-motivated, reliable, responsible and hard-working person. I am a mature team worker and adaptable to all challenging situations. I am able to work well both in a team environment as well as using own initiative. I am able to work well under pressure and adhere to strict deadlines.

Education

06/09/2011 –
27/05/2016:

Ysgol Bryngwyn School

*GCSE, Mathematics, **A***
*English literature, **B***
*English language, **B***
*Welsh 2nd language, **B***
*Separate science Biology, **B***
*Separate Science Physics, **B***
*Separate Science Chemistry, **B***
*Religious Education, **A***
*I.C.T, **A***
*Geography, **B***
*D+T Resistant materials, **C***
*Statistics, **B***

05/09/2016 –
15/08/2019:

Coleg Sir Gar

*A Level, Business Studies, **C***
*Applied I.T, **D***
*Geography, **C***
*Welsh Baccalaureate, **C***

02/09/2019 –
To this present day

University of Wales Trinity Saint David – Swansea Campus

HND Higher National Diploma, HA5QS Quantity Surveying

19/20 Fundamentals of Construction Technology, **P**

19/20 Managing Health, Safety, Welfare and Risk in
Construction, **P**

19/20 Soft Skills, Contract and Legal Responsibilities within
the Built Environment, **P**

19/20 Material Science and Building Services, **P**

20/21 Estimating & Measurement of Work within a
Construction Environment, **P**

20/21 Working with Digital Technologies & BIM, **P**

20/21 Modern and Traditional Construction: Managing the
Design and Construction Process, **P**

20/21 Changemakers: Creativity and Value Creation, **MT**

Employment and Work Experience

Employment

12/07/2016 –
17/08/2019:

Marks and Spencer, Parc Trostre

Customer Assistant

02/09/2019 –
07/07/2021

WRW Construction Ltd, Anchor Point, North Dock Harbour

Trainee Quantity Surveyor

Work Experience

11/04/2016 –
16/04/2016:

WRW Construction Ltd, Anchor Point, North Dock Harbour

Quantity Surveyor

23/05/2016 –
27/05/2016:

WRW Construction Ltd, Anchor Point, North Dock Harbour

Quantity Surveyor

17/09/2016 –
21/09/2016:

WRW Construction Ltd, Anchor Point, North Dock Harbour

Quantity Surveyor

Skills

- Communication – I am able to talk and listen to people in a constructive manner.
- Interpersonal – I often relate and interact with peers.

- Numerical – I have a strong understanding of numeracy allowing me to handle numbers, maths and estimations easily.
- Analytical – I am very analytical allowing me to give meaning to data and analyse information.
- Problem solving – I am capable of solving difficult problems with ease and can produce a variety of solutions.
- Teamwork – I am able to work within team/groups.
- Leadership – If necessary, I can lead/manage a group of people in order of meeting a goal/objective.

References

References available on request.

Professional

Katie Arundel

Section Manager – Marks & Spencer's

01554 776664-3-3212 or 07703 563028

Parc Trostre Retail Park, Llanelli, SA14 9UY

Paul Bowen

Manging Surveyor – WRW Construction Ltd.

01554 746771

Anchor Point, North Dock, Llanelli, SA15 2LF