

Self-Development – Assignment 1 – Thomas Dilley 1550329

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Introduction

The essay is to look at self-development of myself, we will be looking into what professionalism-ethics and how they play into the workplace. We will be going onto to discuss about organisational behaviour, management theories and finally Teamwork in the workplace. Working through this information and how this can be applied to my professional development moving throughout my career.

Professionalism and Ethics

The construction industry is wide spanning section that affect all aspects of life to everyone in society in a way that can be very personal, from road maintenance causing delays to commuters journeys home from work, renovation on homes maintaining home for people to live within. Large-scale builds creating new areas to visit such as shopping centres, or days out are on the other end of the scale, which can create new attractions for communities to enjoy and benefit from. All these areas affect people every single day and the use of professionalism and ethics within the industry is what allows people to have the trust that organisations are properly run.

Professionalism is key to any working environment, it ensure that people are respected and made to feel comfortable in the space they are working. Professionalism can mean many things however, the use of it ensures the people can feel comfortable to all staff that are operating from one location, there may people of varying backgrounds working from one office especially in construction. Having a standard form of communication for office issues, this can help to eliminate uncomfortable issues where managers have to pass information to operatives; a standard form of communication would mean that when issues arises everybody is aware of how information will be passed and the this communication is not a personal issues. (i.e. If there is an issues with staff not clocking in and out of the office a department wide email may be suitable. This would mean that the person who this is aimed at can be made aware without being made uncomfortable).

Ethical thoughts should be taking into consideration with decision-making, as the construction industry is an ever changing and challenging environment. It is common that projects hit issues where this may put a strain on the timescale of a project, this can lead to extending hours on site to ensure deadlines are met where the deadline cannot easily be moved, (E.g. a project on a school being undertaken over the summer break). When a manager is making these decisions, it is important that staff feel they can communicate if they have personal issues outside of their normal hours, such as childcare. A professional and ethical manager will discuss with staff to try and establish an option where they may be able to work weekends instead of overtime, however it is important that operatives are made to feel that they are not forced into positions that they uncomfortable with. A good manager would be able to accommodate to the needs of the operatives they are working with as if you force people into situations where they are feeling like they have not been accommodated towards then production may be much further down.

A large site runs with many sub-contractors running under a single main contractor, it is extremely important to ensure that information as well as communication is maintained professional at all times. When large-scale projects are undertaken there

is lots of information to be stored and distributed, it is important that this is done in a way that there is always a systematic approach undertaken to ensure all members and organisations working together are kept up to speed.

Whilst working on a large project in Brecon the main contractor was in charge of distributing all documentation to sub-contractors working within the site, meetings were undertaken at the end of each week to discuss and changes that had arisen. This also allowed them to voice any health and safety concerns that may have been raised around the site. This approach was key from the smooth operation of how the project would unfold, it is important that whilst communicating with all different organisations in this way that communication was kept professional as this was small site which had many contractors within collaboration, therefore it would have been easy for arguments to occur if not controlled correctly. I believe that the manner of which communication was carried out was incredibly important to the success of the project.

Whilst working on a large project in Brecon the main contractor was in charge of distributing all documentation to sub-contractors working within the site, meetings were undertaken at the end of each week. These were designed to allow any changes that arisen to be discussed along with any health and safety concerns. Unfortunately, the site manager didn't like to enforce this to extend that was required, there was an incident where they had designed to move where a crane would be operating meaning there were now in an area in which someone was working on mobile elevated working platform (MEWP). As the individual was working against the building on the MEWP he heard the crane moving only to find the crane hook swing over his head nearly causing serious harm, he then had to lower himself and evacuate the area. Due to this a near miss incident had to be reported for this site, this could have been easily avoided if only the site manager had conveyed the changes of site ahead of this move along with ensuring nobody was working being this crane.

It is difficult to measure how professional an organisation is, can you assign a number to an organisation to rate their professional standards. It is not as simple as numbering organisations standardise them, however there are methods, which give organisation an increased professional standing. For example, there, many professional bodies, which review the way companies, operate which can give clients a piece of mind that the organisations has been checked to meet specific requirements. One example of an organisation is CHAS, this will review a company's documentation and policies to ensure they operate in a way that meets a standard that they have internally set. Clients can review this and see whether organisations have met these standards, such as training is kept up to date, insurance levels are to an appropriate standard, as well as organisational policies are appropriate and fair to individuals and the organisations.

Another way a professional standard can be measured is from Chartered individuals operating within the organisation, there are Chartered Accreditation that can be acquired as well as maintained showing the level of competency individuals within the organisation as achieved. An example of this is Royal Institute of Chartered Surveyors (RICS), individuals must undertake essays, journals showing the experience they are gaining along with a in person exam with a board showing a level of competency and professionalism required to join the organisation. Once a member the individual must maintain a level of continued Professional Development (CPD) to keep their accreditation valid. The RICS accreditation is a recognised professional organisation

therefore by employing members of these organisations it shows a commitment to maintaining a high standard of trained individuals.

Organisation Behaviour

There many reasons that understanding how an organisation operates when joining as it can affect you professional growth as an individual, there are companies which are smaller which may make it easier to have more day to day experience giving an insight into how managerial decisions can affect further down the line. There are companies which are much larger which may have the funds and scale to be innovative giving opportunities to experience market leading systems which may not become common in the industry for years to come.

There are benefits to both of these areas as experience in both of these areas can allow the individual to become a much better rounded individual. The experience gained by an individual at an early level can help set the course for their career development moving throughout there working life. For example if an individual works for a company that takes pride in community benefit schemes whilst working in the construction industry, seeing how this benefits the lives of others in areas where they work then that individual is more likely to have this in mind if and when they move organisation. This experience may mean they try to suggest these type of schemes to new organisation previously not carrying something of this way of thinking out.

Another behavioural system which has had a major effect on the personal growth of individuals is the managerial style of the organisation it works for, if they work for an organisation that operates in an Autocratic way, this encourages operate in way that is very one system orientated and sparks very little individuality in the way things run. This may mean that things that run inefficiently end up running this way for long periods as the organisation does not encourage change, this can be disheartening to individuals working within organisation causing demotivation along with job dissatisfaction. This can however mean that there are less room for errors as individuals are always carrying out the exact same way, this can also allow for individuals to lean on each to support each other's projects.

A Democratic managerial style can be another way an organisation may operate, this system is can be difficult when starting out as they may find that they would like more direction in how things work and being left with lots of freedom may mean that they are struggling to find the best way to carry out tasks potentially leading to inefficiency within the work place. Alternatively, the trust they are given once they have a system of working that they are happy with can mean that they have much higher level of job satisfaction as they feel they have the room to suggest the way things operate and much more freedom to carry out individual tasks. This level of trust can mean that individuals gain a sense of purpose as they know what they do is valued and don't just feel as if they are another number in larger pool.

From my own experience, I have worked with a small organisation in which I was able to control the way I operated. There were meetings weekly to report everything that I was doing, even though this did mean that everyone in the organisation could suggest things to help when you feel you needed help it also lead to the feeling that there was a lack of trust to all parties and that if the director was not able to know exactly what

was happening there would be mistakes. Working at this scale I was able to gain lots of on-site experience, which I would have struggled to gain working for larger organisations, which I feel, has been invaluable to my personal growth.

I have since moved to working for the local authority, which has given me a new view of how to operate within the construction industry, I have been able to see how to document control on a much larger scale is important. I have also been able to operate on much broader and larger scales, as the first job I managed within the authority considered small scale was as large as I would ever operate within my old position.

The balance of experience I am gaining I believe has helped me to gain a well-rounded experience of the industry and how it operates at different levels. My new position working for a larger company has allowed me to continue my further education to increase my HNC qualification up to a Bsc, which I believe, will stand me in good stead for where I go within the industry.

I believe the decisions I have made to choose organisations that behave in a way to help me grow both personally and professionally will help me for years to come within the industry. My current organisation has a system of helping individual's to grow their skills within and help them to increase their experience. The organisations has a system of trust which creates great job satisfaction in terms of flexibility which has been a great asset to myself whilst taking on the challenge for a new job and university course at a time when I have my first born child. This challenge has been well supported by the organisation as well as appreciated.

In conclusion, I believe the choice of organisation the way it runs is extremely important when choosing a place to work, not only is this a place which is going to be helping you grow as an individual but also it is a place where you are spending a large amount of your life every week. If it a place of work does not create an environment where individuals are happy and satisfied I do not believe, someone should be working a place. Regardless of the experience it may be offering, a person must be happy and comfortable where they work.

In addition to this, I have included my CV, a personal statement along with my professional development plan for the future. With everything I have learnt from this report I put these documents together to assist in my future professional development.

Managerial Theories

I am going to discuss five leadership styles, which are designed that are to inform and generate awareness to different ideas. These theories are to expand the knowledge and ideas people are using to help create high quality leaders within organisations.

The First theory is the trait theory which looks at what type of person makes a good leader, early signs of this theory thought that leaderships is an instinctive quality that you either have or don't. The theory has moved on from this and talks about the traits that build up to make a good leader including; integrity, empathy, assertiveness, good decision-making skills and likability. These traits do not guarantee success as a leader however; they will make it easier for people trying to become a good leader. If a team

leader is outgoing with an ability to make decisions in a way that a team respects it will make it much easier for a team to follow the decisions that they make. While, traits that an individual may have can assist them to make it easier for a person to lead, it does not mean that they will be a bad leader it means that these traits are what have been agreed assist a leader in their success.

Secondly, there is the behavioural theory looks into how a good leader will operate, this is broken down into leadership styles. They may be autocratic which is decision making without consulting teams, this allows for quick decision-making however does not allow for team engagement. In addition, there is democratic leaders who value team input in decisions however, this can be slow as full team agreement can be difficult to achieve. Next there is laissez-faire, which is when managers put trust into their employees to make decisions and require very little supervision, there is critics who say this is a lazy form of management, as they do not get involved in decision making which they are overseeing. In reality, all of these management styles have a time and a place and therefore it is likely that one style will not fit all situations.

Thirdly, there is the Contingency Theories, which looks at how situations can affect good leadership. This theory looks out how one leadership style does not fit all situations and that the managers should analyse the situations to decide on appropriate method of management style. When quicker decision making is required it may be less appropriate to have large meetings to make decisions as this can create a much slower and messier process, alternatively decisions that affect a whole team may be better to discuss with everyone to ensure that you maximise the satisfaction with the decisions that are made. Many individuals may want to operate in a certain management style however, the industry they are operating within may push their management style in a different direction. It is important for management to adapt as required.

Lastly, there is the Power and Influence Theories, which looks at what the source of the leader's power. The manager may draw power from the wealth of knowledge and expertise that they have in an area to allow them to assist people within the team, this is an extremely strong source for people to trust as they know if they need assistance this is a person that will likely hold the answers. In addition, there is a transactional leaderships, which assumes people do things to be rewarded, therefore tasks that set out a reward structure for completing tasks. This may not be the most efficient method in managing teams however it can be effective when you are working industries that benefit from carrying out increased productivity such as sales organisations. There is also the method of leadership to influence the team using leading by example; organisations that have managers that operate alongside other staff can motivate a team by working hard to inspire others to work to a standard that can match that of their managers.

[\(\[Core Leadership Theories - Learning the Foundations of Leadership \\(mindtools.com\\)\]\(https://www.mindtools.com/pages/newbytl/theories/index.cfm\)\)](https://www.mindtools.com/pages/newbytl/theories/index.cfm)

Each Leadership style has its own benefit and drawback, depending on the how and organisation operates will affect the appropriate leadership style that a manager should appropriately choose. Certain industries are fast paced which means that quick decision making is required therefore the management style must reflect this, whereas

decisions which operate in environment where teams work together to manage projects it is likely that decisions are made together to ensure that all members agreed upon prior to implementing. When working on projects within the construction industry I believe it is key that the management are backed by a wealth of knowledge, ensuring that they have the experience and expertise to back up their position. This makes it easier for the team to follow their lead as the team feel that person who is in charge is in the position for a good reason. A well-experienced manager also makes it easier for the client working with the team as they can have confidence in the team and how it operates.

I am looking to develop through my career to work towards managing my own team, at this time, I believe I would operate as a democratic leader to ensure that my time is motivated and operates in a way that all members feel valued. I believe that all members being involved in decisions allows member to feel that they have influence in how an organisation operates, along with helping create satisfaction to the way decisions are put in place. I believe that I would like to follow the concept that an experience manager is what is required to lead a quality team; therefore, I am currently trying to obtain as much experience as possible in which I can use to effectively manage my future team. The Construction industry is a collaborative environment that works together to produce the desired results of a project, therefore without a collaborative working environment in which a team is motivated to work together to produce these results it is likely that the project will be impacted as a result.

Teamwork

I personally believe I have a good analytical mind which I have used while working as a conservation quantity surveyor, I have experience of dealing with different areas of the industry from suppliers, to conservation organisations such as CADW, along with dealing with on-site teams. Working with contracts managers I believe working with the different suppliers has enabled me to assist in suggesting methods of work which can help the project plan and simplify ways in which work is carried out. Working within stone masonry for five years, I gained lots of experience working with stone cutting yards along with pricing on site.

My final project before leaving this organisation was renovating the first phase of the old Brains Brewery site in Cardiff, I was able to plan with the Contracts Manager on this site the best way to carry out areas of work along with maximising the amount that could be carried out in the timescale that was given to us.

There were large pockets of stone that needed filling from stone on site, however, there was a shortfall as we came towards the end of the project, the client asked if we could fill these section before the site shut down in six weeks. I managed to contact a yard that I had a good relationship with a got one turned of stone cut carved to size and delivered within two weeks of ordering, this enabled to contracts manager to get all of the stone fitted ahead of the shutdown. Without the contacts I had made with my experience this would have meant that, they would not have received this stone quicker that ten to twelve weeks. I believe that I was a great asset in this instance

ensuring that the client was happy with the way we bent over backwards to get some work finished. This also allowed us to gain extra money on the job, which would have otherwise been lost to this phase.

Due to our collaborative and quick working the client asked that we be available to undertake the next section of work once it became available, I like to believe that I assisted in creating a good image for the organisation in which the client felt he could trust. This site ran for around twelve months however got put on hold due to COVID, fortunately we managed to carry out most of our works required ahead of the shutdown.

Conclusion

Whilst working towards putting this project together I feel I have changed the way I have been thinking about my own career development. Whilst looking into managerial theories it has helped me to understand what suits me best, in terms of helping to inspire me into producing the best results. I have found that working with individuals with incredibly in depth knowledge and expertise has helped motivate me to work to higher standard. I feel this project has helped me to understand ways to better improve my professional development.

Appendix 1: CV

Thomas Dilley
DOB: 11/11/1994
1550329@student.uwtsd.ac.uk

Personal Profile

I am a hardworking, enthusiastic and ambitious individual who is committed to building a successful career as a quantity surveyor. This combined with my team working; problem solving and communication skills will enable me to make a positive contribution to the commercial team.

Employment History

Swansea City Council

Trainee Quantity Surveyor
August 2021 – Present

- Interpreting drawings and client information.
- Acquiring prices from Contractors and ordering materials for work.
- Putting together pricing schemes to send to contractors to price.
- Dealing with clients departments, main contractors and sub-contractors.
- Assisting in Large scale project management.
- Managing Small project schemes Up to £500,000.
- Evaluating Valuations for works carried out.

Dawson Stone Masonry

Quantity Surveyor
February 2016 – August 2021

- Interpreting drawings and client information.
- Acquiring prices from suppliers and ordering materials for work.
- Pricing and providing estimates for future work.
- Dealing with clients, main contractors and sub-contractors.
- Managing costs on projects up to £350,000.
- Producing Valuations for works carried out.

Carmarthenshire Cleaning and Maintenance Services

Team Leader
August 2014 – January 2015

- Pricing and providing estimates for future work
- Dealing with customer & supplier queries
- Managing an on-site team
- Reviewing work to ensure most cost-effective methods are applied
- Managing health and safety documentation
- Managing stock levels and cash flow
- Producing invoices & managing outstanding debtors
- Managing company workload

The Rock and Fountain

Bar Staff

January 2013 – August 2014

January 2015 – September 2015

- Balancing the till at the end of each day
- Dealing with customers
- Managing stock levels
- Working as part of a team
- Dealing with suppliers

The Newton Inn

Bar Staff

September 2015– February 2016

- Balancing the till at the end of each day
- Dealing with customers
- Managing stock levels
- Working as part of a team
- Dealing with suppliers

SA1 Executive Cleaning Services

Cleaning Operative

July 2010 – January 2013

- Communicating with customers
- Working as part of a team

Qualifications

Drivers Licence – June 2012

Health & Safety awareness – June 2016

Cscs Card (Labourer's card) – July 2016

1 day emergency First Aid Course – November 2016

SMSTS -

University of Wales Trinity Saint David – Swansea metropolitan campus –
September 2015 – August 2017

HNC – Quantity Surveying

Gower College Swansea – September 2011 – August 2014

A Level Accounting – 'C'

A Level Business Studies – 'C'

A Level ICT – 'E'

AS Level Law – 'E'

Computerised Accounts Level 2

Introduction to Sage Accounts Level 2

GCSE Level OCR National Diploma in ICT - 'Distinction'

GCSE Maths – 'A'

GCSE English Literature – 'C'

GCSE English Language – 'C'

GCSE Biology – 'C'

GCSE Chemistry – 'C'

GCSE Physics – 'C'

GCSE Geography – 'D'

GCSE Business Studies – 'C'

GCSE Short Course Welsh – 'D'

Hobbies and Interests

In my spare time I enjoy keeping fit through running and cycling. I currently play golf on a regular basis at a local course. I also enjoy socialising with friends and family. I am a committed individual who enjoys working towards a goal and overcoming any challenges that may arise.

Appendix 2: Personal Statement

For the past 5 years I have worked as a Quantity Surveyor for a stone masonry company specialising in listed and conservation buildings. I have worked on projects such as Brecon Hub, Swansea University, Swansea Museum as well as residential properties. My scope of work has involved estimating works from tender stage, managing costs throughout the project as well as agreeing monthly valuation figures and agreeing final accounts for work. I have developed a broad range of skills, enabling me to be involved in projects from start to finish. I have worked on projects ranging from sub £10,000 work projects up to £350,000, therefore I have experience with both small and large jobs.

I have excellent team work skills. I work closely with my colleagues including Contract managers, admin staff and senior company directors. I also regularly interact with architects, engineers and conservation to discuss projects in a professional manner. My communication skills with both internal and external colleagues ensure materials are ordered correctly and on site at the appropriate time.

I work within my own timescales to produce quotations by deadlines. I am organised and IT literate. While I am primarily office based, I regularly travel to various sites across South Wales to produce quotations and review work being undertaken.

I live locally in Newton, Swansea with my young family. I enjoy cycling and walking in the Gower as well as spending time with family and friends.

I have recently started as a Trainee Quantity Surveyor within the council in the housing sector to which I will be looking to further my education and develop myself and career moving forward. I previously studied with UWTSD to obtain my HNC in Quantity Surveying, which I returned to continue my studies and now progressing to obtain my BSc in Quantity Surveying.

Appendix 3: Personal Development Plan

