



Self Development (ACBA5008)

**The Role of the professional within the
construction industry**

Guide and evaluation of Professionalism within the
construction industry and ethical requirements within
practice.

By Kyle Davies (1907401), 5th April 2022, Assignment 1

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1.0 Introduction

Self-development within your career and taking control of your progression through management can be difficult and a role in construction industry is no exception. Tracking, planning goals and objectives for your career can ensure an upward incline in professional development. This report is to outline my own professional development and the tools, methods, and ethical requirements to promote professionalism within the construction industry.

2.0 Professionalism and ethics in the construction industry

Term meanings

Professionalism - Professionalism is being competent within your role and betraying a certain standard of skill required to complete the required work. Professionalism can be shown in many different ways such as achieving and maintaining high level standards, or even showing care or respect for your role and your job. The respect of other people within the industry and how you act in the workplace or outside the workplace can also include towards real professionalism.

Ethics – Ethics is having moral principles that can be shown in general respect for others or how you act in the workplace or how you socially act around others. Generally having understanding what is right and wrong.

Professionalism and ethics have a part to play in any industry and it is important to progress your skills of being a working professional. Your Attitude and competence in your career will paint an image of your professionalism and either promote or dismiss your skills as a professional in the construction industry.

2.1 Importance of professionalism and ethics within industry

The importance of professionalism within the construction industry is not just betraying a respectable image but to be make decisions and logically, ethically, and fair. **Shown in 2.3** is an example that shows just quite how bad poor professionalism can cause and poor lack of judgement result in disaster.

2.2 Professional indemnity insurance and Coverage

In Addition to this another factor to consider is professional indemnity insurance. Professional indemnity insurance is the insurance which is to protect businesses and professionals within it, in result of an error or mistake made that could potentially damage the business or professionals by being sued by a third party or client. **(See 2.4 for example for this)**. Primarily the insurance would cover and protect ‘you against claims for loss or damage made by clients or third parties as a result of the impact of negligent services you provided or negligent advice you offered’ **(ABI,2022)**.

2.3 Example 1 (Grenfell Tower)

Overview: In June 2017, a high-rise apartment building in Grenfell, London broke out in fire and caused the whole building to become alight but that was not the main reason this building was put under the magnifying glass. The closer the investigation got of this strange fire, some interesting professional and ethical decisions were clearly made during the construction and development of this project for profit and time saving.



(Oxford, Natalie (2017, June), Grenfell Tower fire, 4:43 a.m. Twitter)

The importance of professionalism and following codes of conduct goes further than just how you present yourself during your career and the practises you follow. Back in June 2017 a complete lack of professionalism and responsibility resulted in a disaster that cost '72 people' (Somerville, Ewan, 2020) to sadly die in a fire that broke out due to a series of problems with the building itself and the incompetence with the Main contractor and hotel management. The Grenfell tower disaster could have been prevented if the decision making up to that point was correct and followed procedures in line with professionals in the industry.

Ethical responsibilities were rudely ignored for lower procurement costs and decreased time in the programme. Cheaper cladding was procured to save some of the projects budget but according to a report made in 2018 by E. Voutsadakis and C. Gonzalez 'Experts have reasons to believe that the fire would have been contained within the designated fire compartments' (E. Voutsadakis and C. Gonzalez ,2018), if they correct cladding was used and it would be been far less worse.

2.4 Example 2 (Millennium Stadium, Cardiff – 1999)

In 1999 Laing Construction undertook the project to construct the Millennium Stadium in Cardiff but due to disputes with the landowners (Cardiff Rugby Football Club) and delays/ 'construction costs led to a £34m loss' (Cook, A, Rachel ', **Professional indemnity and insurances 2022**) which resulted in 'Welsh Rugby Union (WRU) ' taking out a loan of £60m to cover the increase to cost.. in addition to this putting them into large amount of debt. Due to the roofing contractor (Kesey Roofing) being put into administration during this project, it added further delays to the project, so much so that hours before the start of the first game on the pitch they were still laying the ground. Professional indemnity insurance would have covered them for the some of the cost lost due to the disputes with the landowners and other delays. It would have taken Professionalism to overcome all these problems and still meet the dates required by the client, possibility due to lack of



(2022. '1999 the Cardiff millennium stadium' Bison)

professionalism and ethics could have caused some of the issues they may have encountered. Furthermore, on this point, even in the worst or hardest projects professionalism and ethics should always be maintained and encouraged.

2.5 How can we measure professionalism and ethical standards

How we measure professionalism has changed over time, the standards that we require to be a professional within the industry has developed over time, bettered, and improved to ensure quality, and ethical conduct within an organization. But how can we measure this? to fully understand how to do this and we need to understand the requirements every professional should follow, understand, and value. A Report was created in October 2015 that did exactly that. The report called 'Measuring professionalism as a multi-dimensional construct' created by professionals in the healthcare profession drives into what makes a professional a professional. Within the report they identify 6 main aspects that value a professional, see '*Table 3 Internal consistency reliabilities for factors (n=646)*' (Dr Carter, 2015)

Table 3: Internal consistency reliabilities for factors (n=646)

Factor	α
F1: Feeling valued by the public	0.861
F2: Appropriate behaviours	0.735
F3: Organisational and professional care	0.742
F4: Positive/proactive professional behaviours	0.682
F5: Professional identity and pride	0.729
F6: Learning orientation	0.774

(Dr Carter, 2015)

As shown in table 3 above, the six factors that measure professionalism the best are:

1. **F1: Feeling Valued by the public** – Are you as a professional valued by the public and other professionals. Do they see your work as professional and correct in terms of standards/methods. Able to references/feedback for your pervious/current work that is mostly positive.
2. **F2: Appropriate behaviours** – Behaving in an appropriate way in front of clients, contractors, or other professionals within the industry. For example, presenting yourself well, being polite, acting in a cool or calmed manner, discussing business in the appropriate way.
3. **F3: Organisational and professional care** – As a professional within an organization it is important that you provide/maintain a work/life balance. For example, are you working too much? Stressed within the job etc. this is the job of the organization and the professional to maintain this aspect. Having a good balance can provide professionalism.
4. **F4: Positive/proactive professional behaviours** – Acting and keeping positive even in times of stress. Acting professional in front of other organizations and within meetings etc. following companies code of practise/conduct.
5. **F5: Professional identity and pride** – Maintaining a level of pride within professionalism. Making an image of what professional you want to be.
6. **F6: Learning orientation** – having the skills and education to undertake the professional task. Also, the ability to learn new skills, and keep updated with latest information. (Markets etc)



These factors can be trailered into relation with the construction industry and following those six factors can help us measure professionalism. I believe that mastering all of these factors will ensure you become a top-level professional. In addition to this another factor that is not a part of the above could be maintaining and following ethical standards set out by the organisation in their companies' codes of practise.

In the construction industry professionalism is not just the factors shown in table 3 but it

includes having an ethical approach towards your career/profession. Characteristics may include Honesty, integrity, accountability, loyalty, respect, and obedience to the law. The Implementation of these Characteristics into the organisational ethics and treating everyone equally/ following your organizations codes of conduct/practise. This will not only benefit you as a professional but your organization too. Anyone how does not follow these basic ethically reasonability as a professional should be reported and Disciplinary actions should be taken in some cases.

(2020, Construction Meeting, ECI

3.0 Professional Development

3.1 Personal CV

KYLE DAVIES

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Kylejdavies645@outlook.com ·

PROFESSIONAL SUMMARY

Organized Trainee Quantity Surveyor possessing in-depth knowledge of project planning, cost analysis and scheduling. Over 4 Years' experience in preparing project estimates, controlling project commercial aspects, Valuations, and analysing project cost. Customer-focused individual commended for commercially assigning and controlling multiple projects and excellent member of the team.

WORK HISTORY

09/2019 – CURRENT

TRAINEE QUANTITY SURVEYOR, DARLOW LLOYD CONSTRUCTION (PYLE)

Supported project managers with commercial and contract management of consultants and Subcontractors. Commercial management and control over multiple projects with oversight from commercial manager.

04/2017 – 09/2019

APPRENTICE QUANTITY SURVEYOR, DARLOW LLOYD CONSTRUCTION (PYLE)

Describe your responsibilities and achievements in terms of impact and results. Use examples, but keep it short.

EDUCATION

EXPECTED TO START IN SEPTEMBER 2022

BSC (HONS) QUANTITY SURVEYING AND COMMERCIAL MANAGEMENT, UNIVERSITY OF SOUTH WALES, TREFOREST CAMPUS - TREFOREST

Moving onto this course in September 2022 to 2024

EXPECTED TO FINISH IN JULY 2022

CERTIFICATE OF HIGHER EDUCATION, HIGHER APPRENTICESHIP IN QUANTITY SURVEYING AND CONSTRUCTION MANAGEMENT (HNC & HND) SA1 SWANSA WATERFRONT CAMPUS UWTSD – SA1 SWANSEA

Expected to achieve a pass grade

SEPTEMBER 2021

NVQ LEVEL 5: PEARSON EDEXCEL LEVEL 4/5 NVQ DIPLOMA IN QUANTITY SURVEYING AND CONSTRUCTION MANAGEMENT (GENERAL), SA1 SWANSA WATERFRONT CAMPUS UWTSD – SA1 SWANSEA

Pass

MAY 2019

NVQ LEVEL 3: PEARSON EDEXCEL LEVEL 3 NVQ DIPLOMA IN CONSTRUCTION CONTRACTING OPERATIONS (GENERAL), NEATH COLLEGE – NEATH PORT TALBOT

Pass

MAY 2019

CERTIFICATE OF HIGHER EDUCATION: BTEC LEVEL 3 EXTENDED DIPLOMA IN CONSTRUCTION & THE BUILT ENVIRONMENT, NEATH COLLEGE – NEATH PORT TALBOT

Double distinction achieved

JULY 2017

GCSE: ENGLISH LANGUAGE, DYFFRYN COMPRENHENSIVE SCHOOL – MARGAM, PORT TALBOT

GCSE 'D' Achieved

AUGUST 2017

GCSE: ENGLISH LITERATURE, DYFFRYN COMPRENHENSIVE SCHOOL – MARGAM, PORT TALBOT

GCSE 'C' Achieved

AUGUST 2017

GCSE: ART & DESIGN BASIC, DYFFRYN COMPRENHENSIVE SCHOOL – MARGAM, PORT TALBOT

GCSE 'B' Achieved

AUGUST 2017

GCSE: ICT (INFORMATION COMPUTING TECHNOLOGY), DYFFRYN COMPRENHENSIVE SCHOOL – MARGAM, PORT TALBOT

GCSE 'B' Achieved

AUGUST 2017

GCSE: PE (PHYSICAL EDUCATION), DYFFRYN COMPRENHENSIVE SCHOOL – MARGAM, PORT TALBOT

GCSE 'B' Achieved

AUGUST 2017

GCSE: ADDITIONAL SCIENCE, DYFFRYN COMPRENHENSIVE SCHOOL – MARGAM, PORT TALBOT

GCSE 'B' Achieved

AUGUST 2017

GCSE: WELSH SECOND LANGUAGE FULL COURSE, DYFFRYN COMPRENHENSIVE SCHOOL – MARGAM, PORT TALBOT

GCSE 'C' Achieved

AUGUST 2017

GCSE: RELIGIOUS STUDIES, DYFFRYN COMPREHENSIVE SCHOOL – MARGAM, PORT TALBOT

GCSE 'D' Achieved

AUGUST 2017

NATIONAL WELSH BACC CERTIFICATE, DYFFRYN COMPREHENSIVE SCHOOL – MARGAM, PORT TALBOT

Pass

AUGUST 2017

WELSH BACC: SKILLS CHALLENGE CERT, DYFFRYN COMPREHENSIVE SCHOOL – MARGAM, PORT TALBOT

Pass

NOVEMBER 2016

GCSE: MATHEMATICS, DYFFRYN COMPREHENSIVE SCHOOL – MARGAM, PORT TALBOT

GCSE 'B' Achieved

MONTH YEAR

GCSE: MATHEMATICS NUMERACY, DYFFRYN COMPREHENSIVE SCHOOL – MARGAM, PORT TALBOT

GCSE 'C' Achieved

MONTH YEAR

GCSE: SCIENCE, DYFFRYN COMPREHENSIVE SCHOOL – MARGAM, PORT TALBOT

GCSE 'C' Achieved

SKILLS

Outstanding communication Customer focused Construction management Procurement	Profit and loss reporting Cost management Client and supplier connections
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3.2 Personal development plan

Professional Personal Development Continuing Professional Development Record				
Name	Student Number	Discipline		
Kyle Davies	1907401	Quantity Surveying		
CPD Plan (Anticipated 1- and 3-year plan)				
Learning	Classification/Type	Objective	Start Date	Time Scale
Completing my University Course for 3 Years and completing the course with the highest grade possible	Self-Learning and Class based learning	To have a better understanding of the construction industry and know how to complete jobs and price them up. Knowing the time scale of work and the number of materials and money will be involved. Having a good knowledge to make decisions regarding work.	1st October 2019 (01.10.2019)	3 Years (on-going)
Progressing in Quantity Surveying role and moving up in terms of progression. To understand BIM in the construction industry and fundamentals of contract law in construction.	Self-Learning, Courses funded by work, and own research of the topic. Using the CIOB Academy of Learning to understand the topics I need.	To understand the role of being a Quantity surveyor and understanding the most important parts of the role that I have. Always learning and marking down all the learning outcomes I get during this progress. To understand everything from foundations to the roofing (At least a basic understanding of it to complete work). To understand the fundamentals of the law that is involved in the construction industry and using and apply what I have learned about BIM to my role as a Quantity surveyor.	1st October 2019 (01.10.2019)	On going
Starting my Degree in Quantity Surveying and construction management. BSC (HONS) QUANTITY SURVEYING AND COMMERCIAL MANAGEMENT. Completing the course and becoming a better quantity surveyor and professional	Self-Learning, Class based learning and online learning	To achieve a more developed understanding of the commercial aspect of the construction industry and control within projects.	Sep-22	2 Years (upcoming)

Understanding the project managing of the construction industry and on site e.g., on how the site is run and the health and safety side of it. Having a better understanding of the contracts and commercial practice in the construction industry and how it can be applied.	Using the CIOB Academy of Learning to understand the topics I need. Academy courses including: Construction Management Essentials: Contracts and commercial Practice. Construction Project Management: Doing it right! Construction Management Essentials: Health, Safety and the environment.	To understand and have a good knowledge of the construction industry so I can apply it to my role as a Quantity surveyor and learn the skills necessary to achieve the best within my role.	1st October 2019 (01.10.2019)	On going
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3.3 Understanding Organisational behaviour 900Words) –

Organisation behaviour is the way we act within the organisation, and this can be determined by ‘individual, group, and organization’ (**Zonneveld, Xander, 2018, May**). Can also mean the way a professional present themselves in matters of business within the organisation. See the diagram shown below:

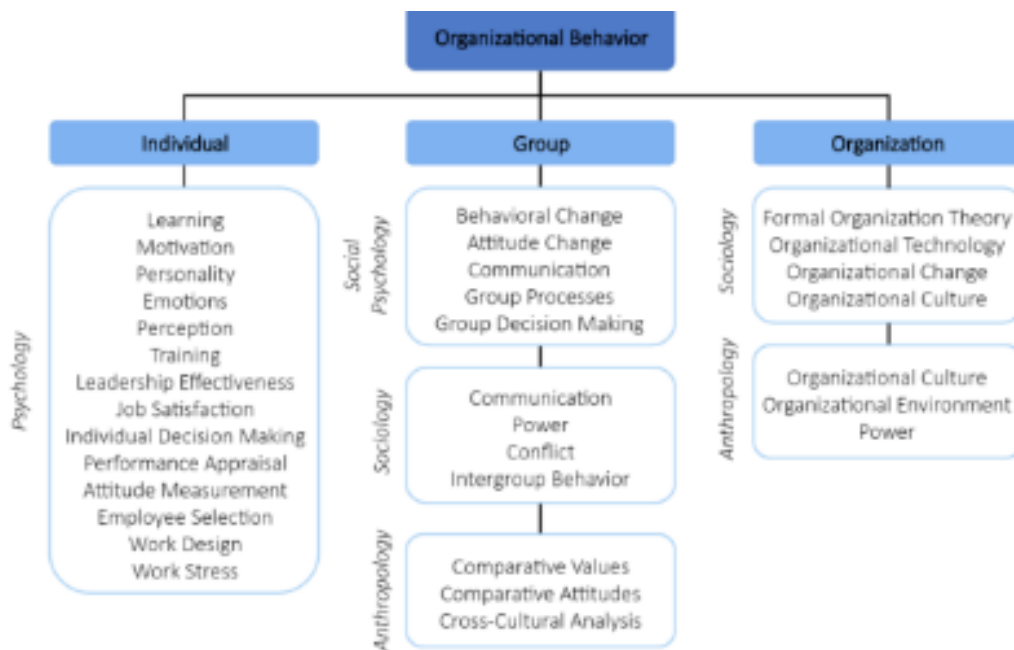


Figure 9 Organizational Behavior Disciplines – based on (Robbins & Judge, 2013)

(Zonneveld, Xander, 2018, May), Figure 9 Organizational Behavior Disciplines – based on (Robbins & Judge, 2013)

3.4 Individual behaviour

The above diagram shows Organization behaviour broken down into individual, group, and organization areas. The area that I mostly want to look at is the individual behaviour area of the organization and relate this back to professionalism as an individual. The Individual behaviour is linked to Psychology and a number of factors that

affect the individual behaviour within the organisation. The factors that are identified to affect the individual's behaviour are the following:

- **Learning** – Learning and understanding the work e.g., going on courses and getting qualified. Also Learning within organisation and improving.
- **Motivation** – Motivation to complete tasks, willing to learn and become better at the job and become the best they possibly can be in that given role. This can massively affect how a professional behaves in an organization.
- **Personality** – Understanding everyone is different, focus in areas that work good with the personality type you are. Understanding what traits, a person has such as leadership, organization, teamwork, anger, anxious etc. and putting people together that will improve the bad traits.
- **Emotions** – Keeping your emotions out of the professional workplace and act on values, facts, and standards not emotion e.g., making a decision depending on how you feel at the time.
- **Perception** – Perception is willing to look at different sides of things as some individual may see a different approach that was not originally thought of.
- **Training** – Undertaking courses and improving knowledge. This may be important to the individual's behaviour, as if they are not training and becoming a better professional, they might lose interest in the job itself and this may affect the organization as a whole. An organization should offer as much training to individual to make them competent in their role.
- **Leadership** – Some individuals may prefer leadership roles and work better supervising others. They will create good relationships between individuals in the organization.
- **Effectiveness** – Completing their work effectively and being a valued part of the organization.
- **Job Satisfaction** – Enjoying the work they do. Generally being happy in the role.
- **Individual Decision Making** – Making decisions individually on your own professional advice and knowledge keeping within standards. Making decisions that are ethically correct and fair.
- **Performance Appraisal** – Having a meeting with your superiors and letting them know how you feel and get some feedback from them on how you're getting along. This should give you some stuff to work on and develop by their next review.
- **Attitude measurement** – how they feel and making sure they are mentally, physically feeling up to the role they are in, and their personal life may affect this. This can affect the organizations' ability to complete work e.g., for individuals being off work.
- **Employee Selection**
- **Work Design** – The way the workforce is set up. The chain of command etc
- **Work Stress** – dealing with work stress and still completing all the tasks required asked by the organisation. Managing stress is an important part of being a profession and promoting professionalism.

3.5 Group behaviour

The group behaviour is broken down by Social Psychology, Sociology and Anthropology areas which affect the organizational behaviour. The group behaviour will a massive part to play when it comes to construction projects and how 'wide variety of disciplines and people coming together to obtain the same goal' (**Zonneveld, Xander, 2018, May**). Individuals that don't follow correct professional standards and are lacking in one of the many areas that are shown above could cause large amount of problems within a construction project and affect the whole team. The factors that are identified to affect group behaviour are the following:

Social Psychology:

- Behavioural Change
- Attitude change
- Communication
- Group processes
- Group decision making

Sociology:

- Communication
- Power
- Conflict
- Intergroup Behaviour

Anthropology:

- Comparative Values
- Comparative Attitudes
- Cross-Cultural Analysis

3.6 Organization Behaviour

Organization Behaviour is the way the organization acts as a whole and what they are founded on. This area is broken down into Sociology and Anthropology. The factors that are identified to affect Organization Behaviour are the following:

Sociology:

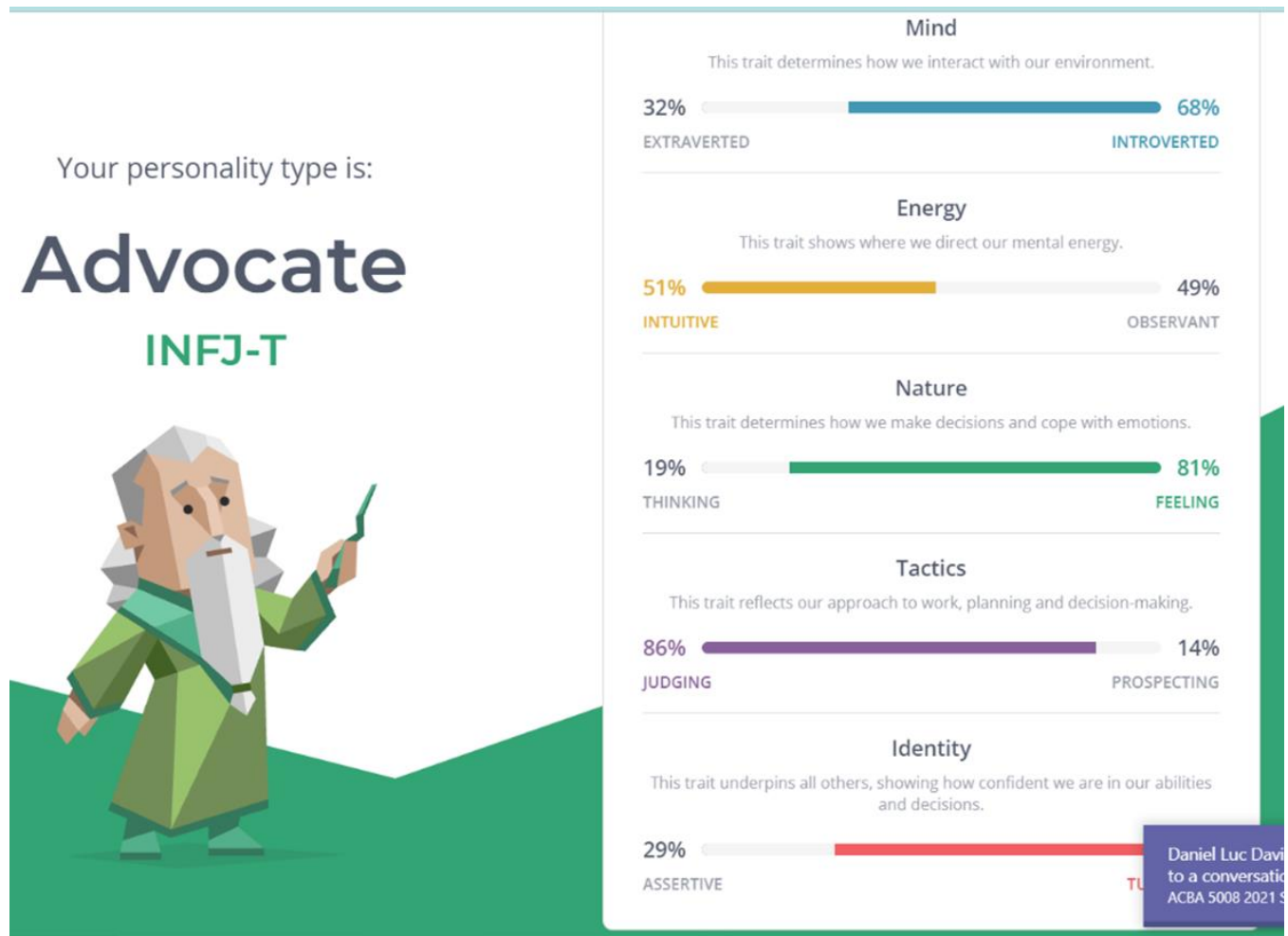
- Formal Organization Theory
- Organization technology
- Organizational change
- Organizational Culture

Anthropology:

- Organizational Culture
- Organizational Environment
- Power

3.7 Understanding personality and Benefit to my personal development

Understanding personality and knowing what each individuals' qualities is essential in any organization. Understanding what type of personality someone is to put them into appropriate roles such as leadership and this can promote motivation in professionals in the organisation. Also understanding 'personality typology, personality traits, thinking styles and learning styles theories' **(Cook, A, Rachel, understanding personality, 2022)** can help improve your own personal development and behaviour. I set out to understand my own personality traits and thinking styles to aid my personal development over the next few years and throughout my professional career. I completed a test to see what information I can find out about my personality. See below the results:



(16personalities, 2021)

In this quiz I found out that my personality type is a 'Advocate' which means the following according to the quiz:

Mind – 32% Extraverted and 68% introverted. This shows that I am more introverted, and I prefer to work alone than in a group. Also, I prefer to overcome problems and complete work on my own other than with others.

Energy – 51% intuitive and 49% Observant. This shows that I am slightly more intuitive than observant. This could mean that sometimes go with my heart over reasoning/logical.

Nature – 19% thinking and 81% feeling. This shows that almost all the time I think about how it would make someone feel if I said something. (Thinking about what I say before I say it) other than just saying what I am thinking.

Tactics – 86% Judging and 14% Prosecting. This shows that I approach to work, planning and decision making is judging first other than wondering and wasting time.

Identity - 29% Assertive and 71% turbulent. This shows that I'm more turbulent, which means less likely to be confident with my decisions, always thinking is this the right decision.

After completing the quiz, I can now understand what are my main personality traits are and how I can improve on them alongside my personal development within my professional career.

4.0 Leadership

Leadership has a critical part to play construction industry and all projects need good leadership to ensure it's success. But it is important to understand what leadership is, as well as various styles and theories that can help you along with your own leadership progression. Conflict Management is a important part of leadership and being able to resolve conflicts within members of the team to achieve the best outcome for a project is a skill any leadership role should process.

4.1 Conflict Management

Everyone that is involved in a leadership role will encounter conflict with individuals or groups within an organization at one time or another, but how they deal with it will show how good of a leader they truly are. Conflicts in construction could be cause by stress, personality clashes, poor management, and unclear communication etc. To avoid these occurring you could do the following: Table 1: Conflict Avoidance

Table 1: Conflict Avoidance

Conflict	Conflict avoidance process
Stress	Meetings with supervisors and team leaders to discuss the stress problems. Discussing alternative ways of dealing with the stress such as time off work or reduced workload for a period of time.
Personality clashes	Making sure that the team is managed well and all participants in the project teamwork good together. If some of the members of the team are having conflict, see if you can put them with other members that they work well with.
Poor management	Good Management, making sure that all supervisors and leadership roles have the correct training and are appropriate for controlling and managing a team effectively. Regular meetings with managers to ensure they are happy and working to the best of their ability.
Unclear communication	To make sure no miscommunication is caused, regular meetings should be held, Regular reporting and proactivity.

Dispute resolution

It is important to solve the disputes in a peaceful manner and come to a resolution without damaging the motivation or the project team structure. To keep these strong relationships, you should use 'The three pillars of dispute resolution' (RICS, 'Conflict avoidance and dispute resolution in construction 1st edition, 2012'). This

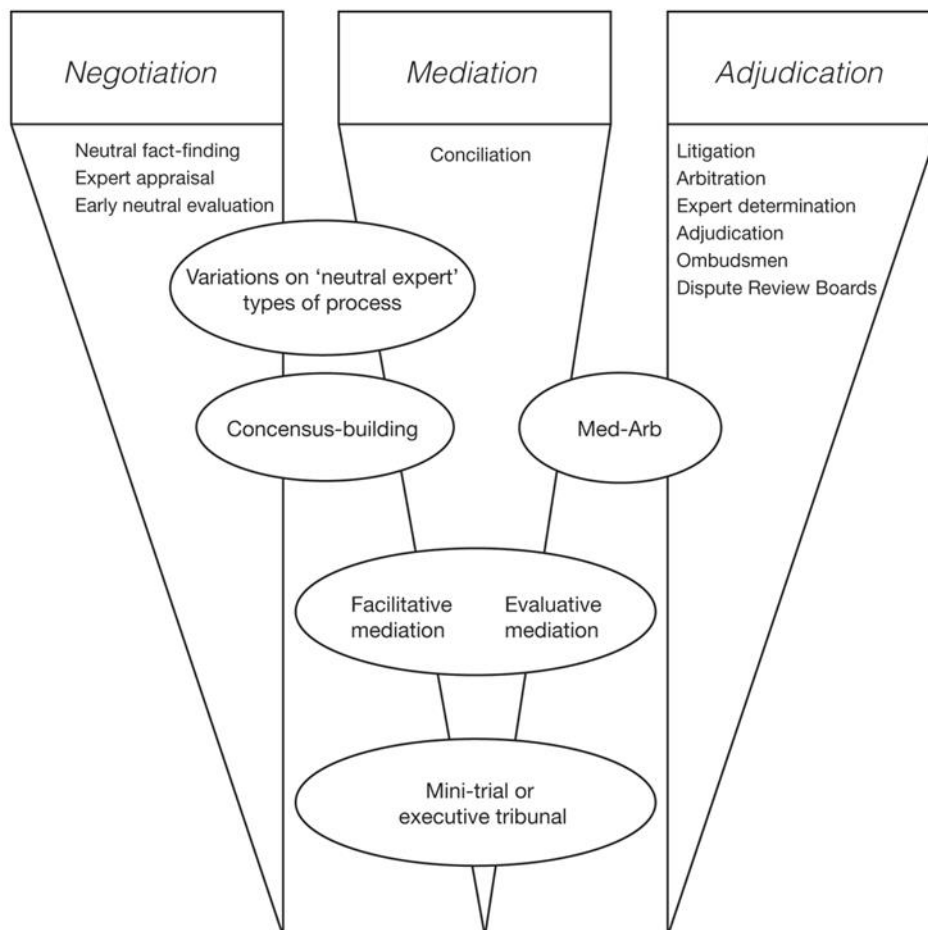
is an technique and concept created by RICS (Royal Institution of Chartered Surveyors) to resolve conflict within the construction industry. The three pillars are as follows:

1. **Negotiation** - the problem-solving efforts of the parties themselves
2. **Mediation or conciliation** - a third-party intervention does not lead to a binding decision being imposed on the parties; and
3. **an adjudicative process** – the final outcome is determined by a third party who does impose a binding decision on the parties

(RICS, 'Conflict avoidance and dispute resolution in construction 1st edition, 2012).

Following these pillars could be used during any dispute and can help resolve or assistant a peaceful resolution between members of the construction team. See the below diagram for a better understanding of 'The three pillars of dispute resolution'.

Figure 1: The Dispute Resolution Landscape



Source: Mackie, K., Miles, D. and Marsh, W. (1995) *Commercial Dispute Resolution: An ADR Practice Guide*, Butterworths, London, p. 50. The figure was derived from a chart by Professor Green of Boston University (1993).

Figure 1: The Dispute Resolution Landscape (RICS, 'Conflict avoidance and dispute resolution in construction 1st edition, 2012).

4.2 Leadership theories and various styles

Every company within construction industry needs good leadership especially on large scale projects. For any project for it to be able to have its success you will need good leadership, but what makes a good leader? There are several theories that explain what type of characterises, skills and personality traits one person must have to become a leader. Leaders such as supervisors, Project managers, Site managers all must have some qualities identified in the following theories. These theories explain why some people become leaders by looking at their characterises, skills and personality traits increase their likelihood of becoming a leader. Please note that this is only a small number of theories and there are thousands more explaining what makes a good leader, but these are the ones I found most intriguing.

Leadership Theories

1. Behavioural theory.

The behavioural theory is the theory that believes that leaders can learn to become successful by 'learnable behaviour' (**Western Governors University, 2020**) over time. By showing and inbreeding traits of a leader into the individual through actions. There are many benefits of this theory, such as flexibility on what type of leader they want to be and 'adapt based on their circumstances' (**Western Governors University, 2020**), can overcome problems that arise. This type of leader will manage teams and is not afraid to change the process or change individuals to achieve their goal.

2. Great Man theory

The great man theory is the theory that to become a leader you cannot just simply develop your skills and work to become one but that you are either born a leader or not. They are born with a special skillset and traits that able them to become great leaders such as 'Abraham Lincoln, Alexander the Great, Queen Elizabeth I, and many others' (**Western Governors University, 2020**), this theory has a lot of criticism as not everyone can become a great leader and work to make a real change, but they are born into leadership.

3. Management theory.

The Management theory is the one that has the most relation to the construction industry. This theory 'focuses on supervision, organization, and group performance' (**Western Governors University, 2020**), and that good work is rewarded, and punishments are given to those who don't complete work to the appropriate or expected standard. The leadership style can be very effective in the construction industry as good work is rewarded by bonuses (Positive reinforcement), which has been proven to increase motivation within the work team to work harder.

Other theories include Participative theory, Power theory, and Relationship theory which can also be implemented into leadership within the construction industry. Additionally, it is important to understand leadership styles and knowing which you are if you want to progress as a leader in the construction industry. Understanding these theories and styles will help you focus on areas to improve on and become a better leader.

Leadership Styles

There are many different styles of leadership, but I want to discuss the seven primary styles. These are the following:

1. **Autocratic.** - This style is a poor example of leadership but can be used in cases. This style of Leadership 'focuses less on collecting input from team members' (**Lee, Evie, 2021**) and just goes on what the leader

thinks is right without input or consideration for others. This can be an efficient when coming to decision making but leaves no room for collaboration or innovation.

2. **Authoritative** – Authoritative style leaders have consideration for others and ‘allow people choice and autonomy on how to achieve common goals’ (Lee, Evie,2021)
3. **Pacesetter** – this type of leader will do anything to make sure only the best is achieved from themselves and their team. Willing to muck in and work on anything if need be.
4. **Democratic**. - Democratic leader will include team members in the decision making and ideas can be suggested to them. They will make the ‘final decision or approving the decision of the team’ (Lee, Evie,2021)
5. **Coaching**. - The Coaching leadership will develop and help everyone achieve their ‘full potential.’ (Lee, Evie,2021). They will direct tasks and coach the members of the team, so they are able to complete work own once they get good at the skill/process. Also, they will continue to push you to develop skills.
6. **Affiliative** – This Leadership style is all ‘about encouraging agreement and forming cooperative relationships’ (Lee, Evie,2021), and promoting good working relationships. This leadership style is good at getting teams through ‘highly monotonous or stressful times’ (Lee, Evie,2021),
7. **Laissez-faire** – this leadership style is more hands off and doesn’t get involved until they need to, they have full trust in the team to complete the work. Works well with ‘experienced individuals’ (Lee, Evie,2021)

4.3 Personal Leadership Style my Leadership style test

After looking at all the theories and styles of leadership I wanted to know what type of leadership style I was and undertook the following quizzes. The quiz I found is for what my leadership style is, see below the result of the quiz.

What’s your leadership style – Quiz

21-27	You lean toward a democratic or participative style of leadership. You tend to set the parameters for the work and have the final say on decisions, but you actively involve your team members in the process. This style can build trust between you and your people, as they'll likely feel engaged and valued. But it's not great in a high-pressure situation that requires a fast turnaround, as it will slow you down. And, if you dislike disagreement or conflict, you might struggle with how people respond to consultation. Read more below.
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(MindTools, 2022)

I completed this quiz and got a score of 22. This shows that ‘lean toward a democratic or participative style of leadership.’ (MindTools, 2022). In Addition to this, it shows I give out tasks to be completed but always have the final say on the decision/outcome. See the above description and leadership styles to learn more about this.

4.4 Critical Analysis (Leadership experience)

I work for a Civil & Groundworks contractor and in January 2021 we were on a project in Swansea, Penlan. The Project was to construct a two-storey primary School. There were many problems we encountered due to COVID restrictions, material delays and large amount subcontractors being on site. During these stressful times true management and leadership got us through and enabled the work to be complete on time with minimal programme delays. The leadership experience I will be focusing on is the period when we had to install Block and beam flooring that was to cover an area of approximate 90m long x 25m wide with over 1000 beams and

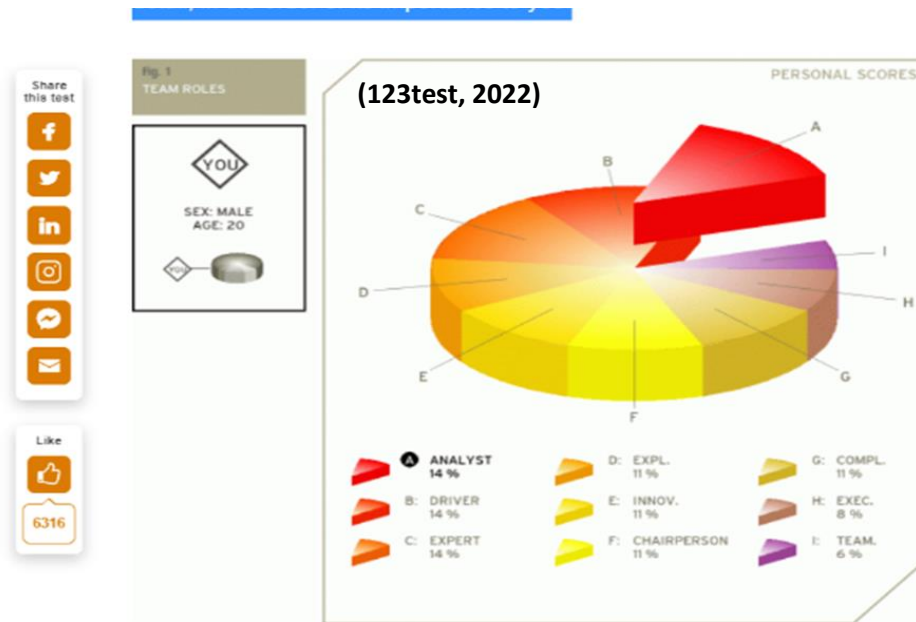
tens of thousands of concrete blocks. During this time, myself as the Trainee Quantity Surveyor and the Project manager of the project had to overcome these problems and had to get involved on site to help the work get along it times. The Project manager had to get involved on the site itself and help install the block and beam due to absences in the site team. I had to get involved to and help install the block and beam by removing water that had been building up in the ground where the block and beam was being installed. Multiple water pumps and handheld water removing equipment had to be used which cause delays. Although delays occurred in this project, the project manager achieved and completed the block and beam with minimal delays on the programme. Due to an excellent site team, the project manager was able to motivate them to work long hours and reward them for doing this. A good leader will get involved to get the work done if need be and will do anything to achieve goals within the project, while managing the current site team. As discussed in 4.2 the leadership theories and styles, you can identify a few of these in play with the management in this project. You can see the management theory, as the project manager rewarded the work completed during the stressful times to motivate the site team. Also, style of leadership that can be identified in this situation could be Pacesetting. I think the style of this project manager is pacesetting because they are willing do anything to make sure only the best is achieved from themselves and their team, mucking in when need be. In addition to the above points, the project manager was able to attend weekly progression and programme target meetings with the site supervisors, site engineers to ensure dates for the project were met on time. All delays out of the control of the project manager were recorded and the main contractor was informed. From my own observations I believe the project manager did a good job of controlling the project and the members of the site team. True leadership was shown. But if I was in the position of the project manager, I believe I would have managed the materials coming in to site better, and ensured I had the appropriate amount of time and labour to complete task. (Tying in with the commercial team about costs and expected delays to look at for, while managing all the site team to be best of my ability)

5.0 Teamwork in the Construction industry

Teamwork is important in the construction industry and collaboration is key to any project being successful. Understanding what types of individuals work well together and applying teamwork models and theories to overcome project issues and efficiently of work completed. To help you understand how teamwork can really help within a project, in school/university or in general life, I will explain my teamwork journey typing into teamwork models and theories.

5.1 My Teamwork Journey

Teamwork has been one of the main reasons I have developed my skills to current level I am at as Trainee Quantity Surveyor. Also, collaboration with other individuals in the organisation that have shared their knowledge to help me overcome problems occurred. But I wanted to understand what my teamwork style was and what part I had to play in it. I found a quiz that breaks down what role you have to play within a team based on a selection of questions. See below for the results of this quiz:



Analyst

The quiz that I took, looks at some of the teamwork role theories and applies them to the questions that you answer and gives you a chart of each type you are. The types of roles within the team are Analyst, Driver, Expert, Explorer, Innovator, Chairperson, Completer, Executive and Team player.

The result from the quiz showed the following percentages for the different types:

- Analyst 14%
- Driver 14%
- Expert 14%
- Explorer 11%
- Innovator 11%
- Chairperson 11%
- Completer 11%
- Executive 8%
- Team player 6%

The results show that the top three roles in a team I would fit into the most is the Analyst, Driver, and Expert. See below to see what this mean:

- **Analyst** – ‘The Analyst has a tendency to be reserved and critical’ (123test, 2022). They think in a formal and educated way, will act when all the approaches have been analysed and the most accurate approach has been selected.
- **Driver** – ‘The driver is generally very ambitious and energetic’ (123test, 2022). And can be very impulsive and not thinking before acting but can be a ‘good motivator and will challenge others at crucial times’ (123test, 2022).
- **Expert** – Skilful and one of the best in the in the current team for the task required. Has Strong head but can be poor at taking others input.

In my experience the Analyst role within the team is the most accurate from personal experience. As a Trainee Quantity Surveyor, it becomes very helpful if I am critical and my knowledge of the project needs to be excellent

for recordings and commercial proposes. I have worked within a commercial team for many years and have loads of experience collaborating with others in my team and other organizations to overcome tasks in a project.

5.2 Teamwork model, Collaboration, and theories

Teamwork models and theories have been identified why some teams work good together and why individuals in the team don't work the best together. It is Important to understand these models and theories. See below some that I found:

- **Bruce Tuckman's Model of Team Stages** – 'Tuckman's model explains that as the team develops maturity and ability, relationships establish, and leadership style changes to more collaborative or shared leadership' (**West Chester University, 2020**).
- **Belbin's Theory of team roles** – This Theory implies that all teams need the nine roles for success, Plant, Resource investigator, Coordinator, Shaper, Monitor Evaluator, Team Worker, implementer, Completer-Finisher and Specialist' (**Teamworkdefinition, 2022**)
- **Isabel Briggs Myers and her MBT theory** - Isabel Briggs Myers theory is that teamwork is all based on what personality types are in the team and how they see the world. Understanding all members of the team ensuring the best outcome.
- **Strength Theory** – This theory believes the more you work on the team the stronger it will get 'like a muscle' (**Teamworkdefinition, 2022**)
- **Team Analysis Theory** – This is the theory that every team will break then 'you will need to re/evaluate the situation and analyse what went wrong' (**Teamworkdefinition, 2022**), to become a better team. Understanding what each team member is capable of, will allow you to get full use out of teamwork
- **Collaboration** – Working together to achieve a goal, though sharing work, knowledge, and skills. This can be shared using BIM processes or though communication.

6.0 Conclusion

To conclude this module and report I can confirm I have learned about the following topics and gained knowledge I can take into my working and personal life:

- Professionalism and ethics – How to display myself as a professional within the industry
- Professional indemnity insurance
- Conflict management
- Factors that make a professional and how to improve
- Personal development and Reflection
- Personal development plan
- Understanding Organisational behaviour
- Leadership and Personal Leadership
- Teamwork styles, Skills and my Teamwork journey
- Teamwork models and theories

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