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(1) Professionalism and Ethics

Introduction to Management in the Construction Industry

The role of management in the construction industry, at its core relies on four key factors: character, competence, respect and dedication.

Management in construction involves the establishment of organisational strategy, control and order: Without these in place there is a struggle to grasp the holds on management.

Managers allow the business to run, with many different types of managers in charge of many different roles. In supermarkets there are store managers, product managers and team managers, all in charge of their designated role of the business.

Much like all business, the construction industry is split into many different roles. With most main contractors employing Project managers, Construction managers, Site managers and others alike, who all have separate roles with individual purposes. Some of these roles intertwine with others, with some reporting to others throughout the hierarchy that is management.

The one thing each manager has in common is the establishment of a plan, the coordination of and achievable success of the intended objective.

Authorities in Management and how they use Professionalism and Ethics

Management within construction relies on formal and informal authority, where power is given to a manager to lead the organisation, to make decisions, and to delegate work tasks and manage conflict.

Formal authority, which is given by the organisation, is best utilised when push comes to shove and the manager is forced to use their given power and cannot rely on coming across as more a friend or to light.

For example, when an employee may be making things more difficult than they need to be, and a manager may need to approach them with their power of formal authority to create a solution. Instead of approaching with kind words they may need to schedule a sit-down formal meeting to fully ascertain the problem at hand, or even a disciplinary meeting.

The term "roadblocks" comes to mind, where anything that is hindering progress is where their formal authority allows a manager to work around the issue and find the resolution under a professional manner. This way of problem solving shows the trained and organisational importance of professionalism when making their decisions in construction, without the need to consult others.

Informal authority, is where this power is not given by an organisation but is earned by their peers when emerging as a leader. This type of authority does not rely on titles, qualifications and the place they are in within the management hierarchy, but by having relationships with their peers based on trust and respect.

It is a power that respects the ethics within decisions, where social skills, influence, and emotion come into play much before the professional question.

This type of management comes across as a friendly manager, one you can rely on to make the right decision without crossing any moral compass.

This way of managing shows the importance of questioning the ethics within decision making in the construction industry.

Conflict Management and Code of Ethics

Being a manager requires one to play a part in conflict management, where a peer may seek resolution in the workplace and being able to support and lead a peer through conflict resolution by standing up or taking the required actions applicable set a standard expected of all managers.

For example, an employee on site working may feel they are being bullied or discriminated against whilst in the workplace and may feel trapped and lost on where to look. Setting the boundary and standard of what is expected of a manager allows the employee a beacon of hope on sorting the conflict professionally and in a friendly manner. However, some may feel that going to authority above is sometimes a struggle and seen as not the right move to “tell” on others.

This is where an open-door policy can be implemented, where an employee can go to their manager and discuss their concerns, and in this case the problem of bullying, confidently.

The open-door policy shows the professionalism and ethical decision making of a manager, where people go for help and encouragement to tackle problems with help from those above and those that work in an informal tone of friendship.

This allows a confidence in the workplace where decisions can be openly made and enforced, with professional and ethical thoughts.

It is important a manager acts not just professionally, but ethically, with honest, fair and respectable decisions and intentions.

It is here that some managers become more than just a boss, but a friend who you can rely and trust on to help you through troubles. This is where the Code of Ethics can be applied, which help give a general approach for the provision of care within the work environment.

Measuring Professionalism in the Construction Industry

The importance of being a professional and ethical worker speaks for itself, in the hiring process it is one of the most sought-after characteristics that land most managers their job role.

However, there are no measuring tools that can be used to measure how professional and ethical one is, but there are factors that are looked out for.

The first thing one does when waking up is to open your eyes and observe the world, observable skills of professionalism are the attitude, competence, communication skills, appearance and appropriateness.

If you do not look and act the part, more often than not you aren't, and if you do not look professional nor act it, your status is diminished to that of what you portray.

In construction, to be professional is many things due to the many different roles and parts people play. The above skills that measure professionalism are detailed below:

Attitude – Not only how ethical and appealing you are, but how you tackle obstacles, problems and find solutions. How you physically position yourself, are you slouched and not sitting up straight. Having the right attitude throughout the working day is how others will treat you and measure your professionalism in the workplace.

Competence – To be confident in your work, with the evidence to back it up. To know what you are talking about and to be relied on. To carry out the work successfully and efficiently and be the one that others can fall upon. If you are a competent worker, half the job is already complete.

Communication Skills – How you listen and communicate in everyday life, speaking appropriately and adapting yourself to the audience. If a professional cannot properly communicate to others by not listening when they should be, or talking when they shouldn't, is important when measuring one's professionalism.

Appearance – To be admirable, pleasing, positive, with clean and appropriate clothing. Turning up to work in dirty clothes or a tracksuit will not earn any points and will tarnish your view in the eyes of others. One who can be introduced to new members of the team at any time goes a long way.

Appropriateness - To keep things on track. Not to stray from the path when it comes to work and to stick to the code of ethics.

Conclusion

To conclude the first question, professionalism and ethics within the decision making of the construction industry are the two most important factors. With decisions being made every second on every construction site, to not act in a professional and ethical manner jeopardises more than one aspect in more than one category.

The many incidents and scenarios that play out that require a professional and ethical approach are many, with hopefully everyone including the above important skills.

They are measured observationally most importantly, with the old adage of “Monkey see, Monkey do” playing a part of teaching others how to appropriately act in the construction industry.

(2) Professional Development**Curriculum Vitae****Introduction**

A highly organised, enthusiastic and practical thinker with strategic planning and major interests in construction, cost analysis, mathematics and technology. Highly motivated by a challenge and committed to achieving goals whilst ensuring efficient progress. Strong work ethic and a key drive to apply new skills to provide practical solutions to tasks on hand.

Personal Goals in the Workplace

To become a Qualified Quantity Surveyor, moving into senior positions; Senior QS /Commercial Manager.

To continue my studies into a bachelor's degree at Level 6, with hopes of a Masters.

Secondary Education

Dwr Y Felin Comprehensive (09/2010-07/2015)

11Nr A-C Graded GCSE Subjects, with Maths (B) and English (Language B, Literature A).

Further Education

- Pearson BTEC Level 3 Diploma in Construction and Built Environment (QCF) with the Double Grade Distinction Distinction.
- Pearson Edexcel Level 3 NVQ Diploma in Construction Contracting Operations (General).
- Pearson Edexcel Level 5 NVQ Diploma in Construction Management (Sustainability) (Construction and the Built Environment).

I am currently studying my final year of a HND Higher National Diploma in Quantity Surveying, at the University of Wales Trinity Saint David. (This is a part-time course.)

Following the completion of the above HND course in Mid-2022, I will start a 2-year course studying a BSc (Honours Degree) in Quantity Surveying and Commercial Management. (This is also a part-time course.)

Work Experience**Powell Dobson Architects Ltd.**

July 2014 – 1 Week

I worked under Powell Dobson Architects for work experience, where I was taught how to design multiple building details using Computer-aided design (software used: Auto-cad and Revit).

This aided in my HND and served as a great introduction to my CAD knowledge.

JNC Ltd. (Family Business)

July 2012 – 2016 (Summer school holiday period)

I worked a number of weeks during the summer holidays for 4 years as a general labourer to earn a bit of cash and help my father out and enjoyed it. Whilst doing this I realised how rewarding the construction industry could be and how hard it was, where I then went about forming a career within the managerial side of the industry, as labouring in the cold was not for me.

Whilst working at JNC I gained valuable experience within brickwork, plastering, carpentry, and general construction. That early experience gave me a thorough understanding of the trades and has been useful during my career path as it allows me to see the ins and outs of construction, from all sides.

Tesco, Neath Abbey

June 2015 – December 2015

Following secondary school, and whilst studying for my Level 3 Diploma I worked part time at Tesco, to gain valuable experience that improved my personal skills and gave me more confidence in myself. It also showed me that construction was in fact my pathway to travel down.

Jistcourt (South Wales) Limited

January 2016 – June 2019

Tying in with my Level 3 Diploma, I began working as an Apprentice Quantity Surveyor at Jistcourt. Starting in the estimating department, as experience increased, I assisted the project QS's on projects and was promoted to Trainee. Here, I completed work ranging from Private rented properties, a £1,000,000 Kitchen and Bathroom Council Framework, and two new build schemes ranging from £800,000 to £1,700,000.

During this time, I worked closely with the project teams, with jobs ranging from refurbishments to new build I learnt a mass of knowledge, and how important organised time management is when managing 3 projects at a total of £4 million.

Morganstone Limited

July 2019 to October 2019

Following Jistcourt's Insolvency, I began work at Morganstone as an Assistant QS.

I undertook the management of three projects, all of a large size to the company at a value of £4-5 million and upwards of £35 million. I completed all QS duties on the three projects at my time at Morganstone.

Andrew Scott Ltd

October 2019 to Current

At Andrew Scott I work closely with the project teams on a number of projects around South Wales. I have managed and completed a £22 Million warehouse extension in Cardiff, a £14 Million Brewery extension in Magor, and currently employed as project QS for a number of small contracts each around £2 Million.

My goals here are to become a commercial manager, with this experience I have gained and continue to gain. Andrew Scott is a lot different to my previous experience, as we undertake more civil contracts rather than housing. This change in department has given me an understanding I would never have received and allowed me to experience construction really from the ground up.

Skills

- I am very fluent with the Microsoft Office packages (Excel, Word, Internet, Emails etc.).
- Organised Folder and file management, both online and on site.
- Very fluent with technology, with a strong computer knowledge, often helping others where possible.
- Strong Work Ethic and Self-Confidence.
- A range of experience in Housing, Council and Civil work.
- Strong confidence in sole or group QS work.

Hobbies and Interests

- Music, with a love for anything rock.
- Skiing, I've been 3 times now and think I've improved from Bambi on Ice.
- Mountain Biking, Cycling the Alps was my favourite trip.

Thank you for your time, where I hope I have interested you.

If there is anything you would like to discuss or want some further information, then please feel free to give me a call or an email.

My thanks again,

Jack Arthurs.

Career Summary

As can be seen in the above curriculum vitae (CV), I began my career in Construction before I really knew it, in 2012 where unbeknown to me the seed was being planted whilst I carried bags of sand and bricks to help my father.

From there I understood that the path for me was not on the tools, but in the office. From this experience, I asked my father what I could go into, and he mentioned a site manager, but I was always better with numbers.

In 2015 I had enrolled into a construction course whilst I thought about what career path I wanted to go down, and in January 2016 I joined Jistcourt as an apprentice quantity surveyor. From here, I found a love for quantity surveying and looked to make this a long and healthy career. After the years went on, and experience gained, the love for surveying grew and the more projects I completed the more I wanted to take on.

My current status in construction is project quantity surveyor, where I am head contact for a number of projects in South Wales. I learn a wealth of knowledge by being the only contact as I deal with a lot more than I have previously carried out.

I hope to stay with my company for a long time as many other people here do and look forward to what the future brings.

Organisational Context

The organisation I work for is run in the below way:

1. Managing Director.
2. Commercial Director, Financial Director, Contracts Directors.
3. Commercial Managers, Accounts Managers, Contract Managers.
4. Quantity Surveyors, Accounts Department, Project Managers.
5. Site Managers, Site Engineers.
6. Site Operatives.

As above, the company is run by the managing director, who has all the other directors reporting to them. Under these directors, each have their own department that they are responsible for shown in Line 3. As the list progresses, the hierarchy moves down to the site operatives on line 6 who have nobody to manage.

Personal Development Plan

A personal development plan (PDP) is an action plan that is used to determine a person's goals, strengths, weaknesses and areas of improvement. It is a document that is used as a form of self-evaluation and reflection commonly used in education and the workplace.

It works by setting milestones, to make achieving the set goals more manageable and look much more obtainable. If not carried out with ones on initiative, managers often use these plans to pinpoint their employees' strengths and weaknesses to help them reach their career goals.

The below table is a personal development plan of my own.

<u>Objectives</u>	<u>Start Date & Target Date</u>	<u>How will I achieve this?</u>	<u>How will I know I've achieved this?</u>	<u>What might get in the way of this?</u>	<u>How did I do?</u>
Higher National Diploma (HND)	January 2015 & July 2022	By working full time as a QS and studying part time.	Completion of my higher national diploma degree.	Failing of course.	I'm about to finish my HND, with good marks over the last 3 years.
Honours Degree.	January 2015 & July 2024	By working full time as a QS and studying part time.	Completion of my honour's degree.	Failing of course.	I'm about to finish my HND and start my honours degree. I am motivated and keen to progress.
To be more thorough in my work.	September 2021 & April 2022	By taking more time on tasks and delving deeper into my thought process on tasks before completing them.	The results will speak for themselves, and others will comment on my work being more detailed than previous.	Lack of motivation to spend that extra few minutes or hours on tasks.	I am now more detailed and thorough, with people taking notice. This has made me feel more confident in my work.
To work on understanding criticism from others.	September 2021 & April 2022	To sit down and understand the reason of any criticism received.	When the criticism raised, can be identified and agreed with a remedial plan.	Ego, Lack of experience and/or confidence in myself.	I have started to understand others points more, looking from their point of view.
To work as a sole project QS.	September 2021 Onwards,	By working as sole QS on a project without a supervising manager.	In September 2021 I was given a project of my own to run as sole project QS.	Supervising manager deems me unable to run the project alone.	I have successfully run numerous projects as sole QS and will continue to do so now I have proved myself.

To get fitter.	Mid-2022	Training and coaching.	When my running becomes effortless.	Self-confidence and lack of experience. Not feeling up for training.	I have been training since June 2021 and enjoying the journey.
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Organisational behaviour

This is the study on how employees behave and perform when in work. It is commonly researched and reviewed in three ways: Individually, grouped, or as a whole organisation.

It is studied and reviewed to understand what aspects of work motivate and decrease work performance, and how employers can establish strong and trusting relationships with their employees. In simpler words, it is trying to figure out why people act in certain ways when in different types of professional groups, and how businesses can boost work performance and team bonding.

The importance of understanding organisational behaviour allows a business to recommend certain actions, such as how to reorganise teams, alter award structures, or modify how individual performance is measured.

When walking into a business, if the employees seem unmotivated, do not engage with customers or clients, are unhappy or have a very obvious conflict going on, there is a high chance as a customer or client you will choose the business next door that has the exact opposite.

When going into that business as a customer, client or employee, you expect to be engaged and greeted by a friendly team, who care about their work and their image. You expect them to speak highly of their colleagues and managers and praise their work.

Obtaining and managing a friendly workspace is a tried and tested way to boost work motivation and as such improve the efficiency of the business. If you are happy, you will put that positivity into your work and as such have much better results.

A huge amount of evidence shows that emphasising the softer side of business such as the above, and influencing managers and employees to have a strong, trusting relationship will improve the business.

It is important that managers listen to employees, recognise their work, build trust, and behave ethically to achieve the above. One of the best ways to do this is by rewarding and acknowledging results.

A lot of companies offer reward schemes and performance reviews often, to bring the good out of the employee on a regular basis to let them know they are grateful and recognized.

A common example of this is employee of the month, where sometimes a photo is hung up on the wall instilling your work results into the business.

Another example is rewarding employees by having the biggest sales of the month, commonly gifted a reward, a gift card for example.

It is not just rewards that influence employees, but managers listening and voicing their views of the employee.

In all the companies I have been with, there has always been a performance review. Often once a quarter or twice a year, these reviews are to set goals for the employees to achieve and recommend actions.

They are a great way to set objectives that will benefit both the employee and employer. These performance reviews give confidence to the employee as their hard work and effort is noticed by their superior. They let the employee know they are valued, and their efforts to not go unnoticed.

It also highlights any remedial actions, for example their attendance or punctuality may not be the best and it is here it can be highlighted, which gives both employee and employer an open space to talk and highlight a remedial plan. Without a space to highlight the highs and lows, it would be left to a quiet talk in the manager's office where only the bad will be highlighted, often causing negative impacts on the workers effort.

These performance reviews boost productivity, when you are noticed in an area of expertise for those late nights and extra miles, it is evident it pays off which often makes you keep it up: a positive outcome for both parties.

Organisational behaviour is not just between employee and employer but can be the characteristics and quality of the workplace. There are certain conditions that affect ones work such as the setting of the office for example: If your office is a closed, dense, dark area that will reflect in your work and mood, causing a negative behaviour.

Whereas an open, calm, well-lit, well-ventilated area provides a positive space for work to freely flow with positivity and wellness.

Not just working, but what goes on outside of work is often suppressed to be discussed whilst in work by managers and those above. Loitering around the bin sharpening a pencil as a child was sometimes the only way you could talk to your friends, and once found out by the teacher you were ushered back to your seat.

This goes into adulthood, where nipping to the canteen for a coffee or out for a cigarette for a chat is seen as lazy or an annoyance. Whilst leaving your desk every 5 minutes is a bit over the top, being able to take a break and a walk around the office to have a chat with friendly colleagues is a stress relief, allowing you to reset from the work hard mindset, relax and to start again.

Being able to take a break improves efficiency when working, employee's mindset and creates a stronger relationship with your boss when you know you are not being judged for having a chat.

Organisational behaviour is an important aspect of the workplace, and benefits both parties in their personal development.

It has benefited myself, where being able to openly discuss issues with my manager and colleagues takes a huge burden off your shoulders.

Knowing I have a strong and trusting relationship with my manager gives confidence I can go to them with problems and my real thoughts.

Having this relationship, great work setting, and mutual respect has benefited my work greatly and has pushed my personal development to the next level.

(3) Leadership

Leadership theories and Styles

The importance of understanding leadership theories allows you to be more effective in your role, especially if you are involved with management.

Being able to understand the different theories and styles gives you the ability to assess others leadership potentials, alongside understanding what your managers are thinking of yours.

Every manager will work to a different theory and style, which works in their own ways for their specific needs: Knowing the different theories and styles allows you to change with the needs.

Each theory and style are made up of a number of different characteristics and behavioural patterns, with aspects being considered of their personality, actions, what environment they are in, their decision-making process and how they maintain relationships.

Leadership Theories

The theories that are most commonly discussed for example is The great man theory, which states that leaders are born, not developed. This was a popular theory in the 19th century where it was

stated that these leaders inherent the quality leadership style. As time has progressed, this theory has decreased in comparison to others.

Another theory is the behavioural theory, which focuses on how a person's environment and not natural abilities allows them to be a leader. It focuses on how their behaviour is learned through interaction within their environment and that unlike the great man theory, inherited factors have very little influence.

A last one to note, is Transactional leadership theory, which is based on the idea that managers give employees something desired in exchange for achieving the managers goals: essentially a reward system. It is a theory that focuses on results, controlled behaviour and short-term planning.

As a professional, to understand the different leadership theories is very important as it allows you, your peers, or managers to fully get the best out of each and every individual in the workplace. The importance of knowing when to change leadership theories to best get the most out of peers is at the top of the list, as this enables you as a manager and professional to efficiently get good results out of all employees.

Leadership Styles

As well as leadership theories, there are a number of different leadership styles, which have recently in the last few years been formalised into the below most common styles.

Democratic style, is where a leader makes decisions based off a team's input, allowing all involved to take a participative role in the decision-making process where all ideas are discussed freely and encouraged to be so.

An example of this in my experience is client and design team meetings, where there is a contract administrator (*The Leader, in this case*) who runs the meeting and organises it. In these meetings, they are openly encouraged to discuss any points and issues raised, with the end result ultimately being the contract administrator or client's decision.

This is the most common type of leadership style I have personally come across, as it allows open communication between all parties and ensures all those present have a say in the conversation and know the end result.

Another example of this leadership style is in internal team meetings, where the highest member of the team which in most cases is the Contracts Director, runs and is administrator of the meeting. In these meetings we discuss numerous topics alongside numerous projects, sitting for hours at a time as there is an open, free space to discuss all topics.

This style I feel personally is best for these meetings, as it allows all team members to contribute and feel heard and respected. It also shares the responsibility throughout the team as it enforces teamwork and working together as a group.

Personally, I would run all internal meetings in this style as I find this to provide the most thorough and efficient results.

Autocratic style, which is a complete opposite of the democratic style, is a style where the leader in question makes the decisions without any input from anyone. No other views from employees are considered nor requested.

This style is not best suited for construction as it discourages creativity and out of the box thinking, discourages group input and hurts team morale as it makes employees feel they are not trusted to make decisions or voice any opinions.

An example of this in my experience is when a Contracts Director has made the decision to only employ one specific Agency Labour company, and no others. This led to quite a stir in the company as nobody was consulted before hand, which made a lot of managers in charge of the labour allocations feeling ignored and untrusted.

It struck a chord through the company, making a lot of employees uneasy as to the reasons behind the decision to single out one company as the "go-to" supplier, which caused unrest and uncertainty moving forward.

This leadership style hurts morale, leads to resentment and leaves employees feeling uneasy, unhappy and not listened to.

It can work in some instances, where all the risk of a decision is put on the leader, which can create a stress-relief on employees, or when a decision needs to be made immediately and the highest in the nest makes the call.

However, this leadership style is a dying breed due to the clear split in hierarchy.

Strategic leadership, is a style where a manager's strategic vision and plans for the company are influenced to the employees through strategic management, which works best when the company respects the leader and trusts in them to bring the plans to fruition.

This style is based off motivating and persuading others to acquire and understand the same vision, to develop an environment in which employees are forecasting the companies needs through their job role.

An example of this in my experience is the Managing Director having a vision to double the company's turnover in 1 year. This was seen as impossible by many, as we were already at £30 million turnover and running at maximum capacity with no managers, workers, or space for another £30 million.

By thinking, speaking and planning his vision, encouraging the staff it was indeed possible and the plan was in place, it began to become more believable and staff members started to unify towards the plan.

After around 8 months, the company had won numerous large projects and was now running on more than double its turnover, as all members of staff had come together in unity and followed through with the plan and vision the Managing Director had.

This leadership style worked amazingly in this case, as it turned something unbelievable into the achievable through using the respect, trust and unity of the staff to come together and work towards the envisioned plan.

This style doesn't always go so well, when staff just don't trust or believe a plan is obtainable, meaning it will fail before it has begun. It relies heavily on others to agree to the plan and can be difficult to predict the future of where it will go.

Transactional leadership, following the transactional theory, is where a leader uses transactions between them and their peers, such as rewards, punishments and other exchanges to get the required results.

This type of style is quite common in the world however is quite sparse when it comes to Construction, in my experience.

I have not come across this style often, however an experience of this I have witnessed is an incentive programme given to the labour force of a company, where if they get the job done before the desired target date or time, they receive an early finish or extra few hours in their wages.

This theory works well in the above example, as it creates a specific time bound goal that can be achieved, where employee motivation and productivity is increased. It creates a win-win situation for both the employee and employer.

The downside of the above example is some may not feel the rewards are worth it, or have no other incentive to increase workload, meaning the theory just does not work. Coming across these employees puts a halt to this style of leadership.

Another example of this is a bonus scheme for quantity surveyors, where a deadline of profit is set for a project at the beginning of the job, and following monthly results leading to the final account being agreed, there are a set of bonus' up for grabs if the job is heading in the right direction, On completion of the job, following the completion of the 12 months defect period, a further bonus is issued if the job is reported as making a higher than anticipated project than first agreed.

This system works well, as its incentives the quantity surveyors to work hard and crunch the numbers much more efficiently when there is a money carrot dangling over their head.

It starts to decrease in efficiency when the job in question is losing money or was never set to make much money in the first place. These instances mean the extra profit available is null, taking the job

out of the quantity surveyors' hands, meaning there is no point in trying. This forces them to essentially give up, and any incentive that was there, is now void.

My Own Leadership

As my career has progressed throughout the last several years, I have come into more and more authority which in turn has come with many different leadership responsibilities.

As a quantity surveyor, the leadership I have been responsible for has been direct labour employees on smaller sites without a site manager, subcontractors on all projects and trainee quantity surveyors assisting me.

Using the website Mindtools.com, I have included an image below showing the results of a questionnaire carried out to determine my leadership style.

Score Interpretation	
Score	Comment
12-20	You most commonly adopt an authoritarian or autocratic leadership style. You rarely consult your team members and, instead, tend to tell them what you want, when you want it, and how you want it done. This style works well in a crisis, when a task must be completed quickly. However, you'll likely demoralize, demotivate and aggravate people if you use it all the time. This can translate into high absenteeism and turnover rates. You'll also miss out on a wealth of ideas, thereby stifling innovation and creativity. Read more below.
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.
28-36	Your default leadership style is probably delegating or "laissez faire." You give your team members free rein in how they work toward their goals. This is an ideal approach when your people are highly skilled and motivated, and when you're working with contractors and freelancers who you trust. But if a team member is inexperienced or untrustworthy, or if you lose sight of what's going on, this approach can backfire catastrophically. Read more below.

Paraphrasing the above, My style is a democratic and participative style of leadership. I set parameters for work and actively involve team members.

This is true, I find the best results are when all team members involved know what they are expected to complete, which gives all team members confidence and peace of mind knowing that a task has been designated to a specific team member. This way of leadership ensures all tasks required are delegated and in hand, ensuring none are left uncompleted. This gives confidence to myself as the leader knowing everything will be complete.

My style of leadership allows creative input into tasks and allows team members to feel engaged, valued and respected. It does not follow the autocratic leadership style that I personally find ineffective and is not as loose as a delegating "Laissez faire" leader as detailed in the above image.

This style is bang in the middle, which I personally find hits just the right spot for all team members as it is the goldilocks of the styles, not too authoritative and not too loose.

The key approaches I have in this style is letting all team members know the job in question, and that I trust them to complete it.

In some cases, there are instances where this style of leadership is not the right choice and I need to change to a more autocratic style due to the deadline in question. Whilst the democratic style is a brilliant style in my opinion for results, it can take a longer time than other styles due to the number of team members working independently.

Changing to an autocratic style in these instances of short deadlines works well, as it is a clear list of what needs to be done and when, following the targets to the letter and is often very effective in results. However, I find this style too micro managing, to hands on with tasks and feel I am stepping on team members toes. I also feel that it is harder to step away and take a wider view of the work being done, as I am so involved with managing others I start to drift away from the task and more into management.

To summarise my leadership style, I will always try to be a democratic leader as it enforces team working which is an important part in my eyes for results and team relationships. However, when targets need to be met in a quick manner a more autocratic style is engaged but only when the time really needs it as I find it to enable relationships in the team to weaken as they feel untrusted or micro managed.

(4) Teamwork

Teamwork in Construction

Teamwork relies on communication, contribution and friendly behaviour. Regardless of the team you are working with, where you sit in the hierarchy of construction, what project you are working on and what trade you do, each person in construction to get the job done relies on effective teamwork.

Teamwork in construction means a safe site, without talking to others and informing others of specific information, how else would another team member know where the dangers are?

Teamwork and communication makes the difference between life and death, and successfully or unsuccessfully finishing a project. Without effective teamwork throughout construction, you cannot build trust in others forcing productivity and quality to drop.

My Team working Journey

In my career of 7 years in the construction industry, I have worked with a number of different teams for a number of different projects, companies and places throughout South Wales.

In my eyes and in the eyes of my teams and line managers following performance reviews, I bring teamwork to the team in an effective and friendly manner. I am an easy going and open person, bring great confidence and enthusiasm to new members of the team to always try to make a friend. As a person, I listen and communicate not only about work but about personal issues, goals and plans for the weekend. I believe that to effectively create relationships in the workplace and team that you cannot only just talk work, but be interested and show a real part of yourself to your team to become a fully trusted and effective member of the team.

My team working journey started 7 years ago where I was first introduced to a construction team, made up of my father, myself and a labourer. Here, it quickly become evident I was not the Son in the business but another worker, which was a wake up call. I thought I would be able to get away with a lot more, as he cannot fire his own son, can he? I was quickly humbled after refusing to wake up on time, or being lazy in my work and answering back as a son and father do. In this workplace I realised that to work as a team, I had to become part of the team and not part of the Father Son duo.

From here, work become a lot easier for all, as I was not the spoilt and got away with everything Son but I was seen as another worker to the team who brought materials when asked and was waiting at 7am to start work.

When joining my next company as a quantity surveyor, this was a wake up call into a professional large firm in construction which was very different to what I was used to. At Jistcourt I learnt to communicate much better, and how important it was to be a person to rely on and trust with a task. I was given responsibilities, and by being a communicative person everyone involved understood what was to be complete.

I become much more honest with myself and my colleagues, giving honest opinions and given true updates on my work rather than reporting what I thought was what they wanted to hear.

As well as being a better communicator, I started to listen just as much and in the last several years I have found that people can confide in me not only for work issues but personal issues and I have gained many a great friend.

To summarise, I bring communication, honesty, empathy and collaboration to the team. I believe I am a good team member and team leader, with many friends in and out the workplace thanks to construction.

(5) Module Conclusion

Conclusion

To conclude this module there is a brief summary of the personal learning points I have gained across the above headings.

Professionalism and Ethics

In this module I have learnt that to be professional in construction is a must, however whilst being professional and making decisions you must be ethical in doing so and consider all options.

To be a successful professional, one must consider all options.

Professional Development

Whilst becoming and working towards being a professional, to create a successful CV and development plan is imperative to the successful progression of your professional career.

To focus on goals, dreams, titles and accreditations and to set deadlines on such is a sure way to quickly and successfully grow.

Leadership

Studying this module I have learnt on paper that my leadership style is in fact what I believed to be, which has given me great confidence knowing it is not just my own feelings that make me a democratic leader but a computer believes so too.

I have learnt the different styles of leadership matter in different instances, and how to notice these styles in construction.

I have learnt the importance of changing styles when the time comes, and how different people's characteristics set the path for their style.

Teamwork

In this module it has cemented my thoughts and understanding on the importance of teamwork in construction.

The module confirmed that to effectively work as a team it relies on the team members to agree to characteristics and principles, and to accept that everyone is different and brings a different part to the team.

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