



Delegate Workbook

Name	XXXXXXX
ILM Registration	
Unit(s) covered in this submission	Leadership & Management Practice for the Construction Sector (8626-300)
Date Submitted	
Learner Signature	
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If you have any questions about this workbook contact your tutor in the first instance or the Team if you require further assistance.



## **Guidance for Delegates**

Please refer to the notes and exercises from your three day workshop to help answer these questions. Answer from the position of your own role in the company and use examples where you feel they will help explain your thinking.

## **Section 1**

### **Introduction (100 words)**

**Please give a description of your current role within CALA Homes, how long you have been there, if you have a team to manage and outline your basic roles and responsibilities.**

### **1.1 Roles & Responsibilities (75 words)**

Refer back to content from Day 1, Exercise on Defining Roles & Responsibilities

**What are the responsibilities of the site supervisor/manager in ensuring safety on site for CALA Homes? How would you go about making sure that a site was safe for all the people who may need to access it?**



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### 1.2 Personal Responsibilities (75 words)

Refer back to content from Day 1, Exercise on Defining Roles & Responsibilities

**What are your personal responsibilities in ensuring quality requirements are met in your role on a daily basis?**

### 1.3 Achieving Productivity Targets (75 words)

Refer back to content from Day 1, Exercise on Achieving Productivity Targets

**How do you make sure productivity targets are achieved in your role, both for yourself and for the team/site?** Your example should include one or more of the following activities: measuring rate of work; person hours used; costs; time used; setting clear goals; communicating targets.

### 1.4 Standards of Behaviour (75 words)

Refer back to content from Day 1, Exercise on Reaching High Standards of Behaviour

**How have you personally made sure that behavioural standards on site are high and contributed to the achievement of project and work plans?** Your example should include:



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CALA Values; Policies on Recruitment & Site Inductions; Discipline Procedures and provisions that exist for Training/Mentoring staff.

### 1.5 Performance Management (150 words)

Refer back to content from Day 1, Exercise on Achieving Productivity Targets

**Provide a personal example/or a hypothetical one of how you/could deal with a poor performer who was regularly late for work and didn't achieve a high standard of work when given tasks. If this has never happened to you before, please describe how you could approach this situation.**

By providing short answers to each question below, you will be able to describe the stages of performance management, from counselling to discipline of staff members in your answer linked to CALA's own policy on discipline.

**Overview:** How could a site supervisor or team leader use CALA's organisational policies to help with managing poor performance or poor standards of behaviour?

**Situation:** What would be an example or real situation? What could the person/did I do?

**Task:** What could I do/did I do as a leader to deal with the situation and what did I/could I want to achieve by doing it?



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**Actions:** What actions did/could I take? Examples might include: CALA's discipline policy, performance conversations, counselling, giving feedback, setting clear goals and targets, offering training, measuring impacts and documenting the actions.

**Results:** What results did I/could I get? What could/were the outcomes?

## Section 2

### 2.1 Leadership & Management (150 words)

Refer back to content from Day 1, Exercise on Goleman Leadership Styles

**Explain why it is important to be both a leader and a manager at work. What are the differences between them?** Please refer back to your notes. By answering each question below you will be able to provide a full response.

**a. Describe what a leader does and why?**

**b. Provide an example of when you have personally done these things.**

**c. Describe what a manager does and why?**

**d. Provide an example of when you have personally done these things.**

**e. What are the 3 main differences between Leadership and Management?**

**f. How do Managers and Leaders complement and support each other in a business?**

## 2.2 Achieving Objectives and Outcomes (150 words)

Refer back to content from Day 2, Exercise on Shared sense of purpose: Agile Leadership

**As a manager, how to you go about achieving team objectives and outcomes?** You should think about the SQPPP approach of Safety, Quality, Productivity, People and Process when giving your examples.

**How do you achieve team objectives and outcomes in the following areas:**

**Safety**

**Quality**

**Productivity**

**People**



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**Process**



### 2.3 Leadership Styles (75 words)

Refer back to content from Day 1, Exercise on Goleman Leadership Styles

Thinking about the Goleman Leadership Test you took, describe the TOP TWO leadership approaches you recognised in yourself. Explain and give examples of how you use each of these styles at work and why these leadership styles can be both successful in some situations and challenging in others.

#### Leadership Style One

What is this style and what does it involve?

How or when do you use this style at work?

When is it successful?

When is it sometimes not the best option?

#### Leadership Style Two

What is this style and what does it involve?

How or when do you use this style at work?

When is it successful?



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When is it sometimes not the best option?



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### 2.4 Emotional Intelligence (75 words)

Refer back to content from Day 2, Exercise on Goleman Emotional Intelligence

**Describe how you set direction and communicate this to others in the workplace or in a team.**

1. People feel supported and clear about what's needed;
2. People share the mission and priorities and take ownership for the areas they control;
3. Decisions occur centrally but people are empowered to make decisions tactically;
4. There is encouragement, a chance to try things and feedback.

### 2.5 Motivation (75 words)

Refer back to content from Day 2, Exercise on Golden Rules of Motivation

**Thinking about the "Golden Rules of Motivation" we explored in the session, give some examples of what you can do to motivate and empower your team.**

How will you know your team is feeling motivated and empowered?

What specifically do you do to achieve this?



## 2.6 Goal Setting (75 words)

Refer back to content from Day 3, Exercise on Tuckman's High Performing Teams and Goals

**Please set 2 S.M.A.R.T (Specific/Measurable/Achievable/Realistic/Timebound) goals to illustrate how you intend to improve own ability to lead in the next 12 months.**

### First Goal

**What is this goal?**

**Why is it a priority for you?**

**What will you do over the next 12 months to achieve this goal?**

**S >**

**M >**

**A >**

**R >**

**T >**

### Second Goal

**What is this goal?**

**Why is it a priority for you?**

**What will you do over the next 12 months to achieve this goal?**

**S >**

**M >**

**A >**

**R >**

**T >**

## Section 3

### 3.1 Quality Management (75 words)

Refer back to content from Day 3, Exercise on Cost of Quality

**Briefly explain the importance of providing quality services and products to customers.**

**What are the features involved in quality management?**

**In your opinion, what does the 'Cost of Quality' mean to CALA?**

**Example 1**

**Example 2**

### 3.2 Cost of Quality (50 words per example)

Refer back to content from Day 3, Exercise on Cost of Quality

**Describe one quality standard for internal customers (other departments/support services), explain why it is important and provide an example of a time where this standard was not met and resulted in increased costs.**

**Describe one quality standard for external customers (customers/stakeholders/suppliers), explain why it is important and provide an example of a time where this standard was not met and resulted in increased costs.**



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**3.3 Record Keeping (75 words)**

Refer back to content from Day 1, Exercise on Meeting Quality Requirements

**Describe and give some examples of the record-keeping process and systems CALA uses for maintaining quality**

**Explain how these record-keeping processes and systems ensure that quality is maintained**