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Title

DOMINANCE OF INNOVATIVE LEADERSHIP IN CONSTRUCTION PROJECT MANAGEMENT

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ABSTRACT:

According to the famous Author (Cheryl.L.Harris, 2004) states that the team based organisation shifts attending from culture of teams to their Context and Integration. By Surveying the various Organisation revealed that being a best leader among the team was the most important factor and a difficult task in getting a head in work place. Here the culture of a team has a huge impact on the organisation which affects the work pattern and work out put also the growth of the organisation. By (FairField-sonn, 2001) the team culture influence the team performance with the rapidly growing use of teams to achieve the several kinds of organisation objectives.

Now in this paper which briefs that the various analyses and vital role of the leadership and the role in Construction firm. Also it explains about the structure and culture description of the Construction firm. At the starting point of the report explains and describes the structure and culture of the Organisation. Here it states that basic structure and hierarchy of Project team and the way that the staff functions and interacts. Also it states that the organisational model and firm of constructions which being both Explorative and Innovative in the field on knowledge capital. Then the pattern of communication and information flow between the team members and the integration approach of the project was described. Finally describing about the culture in this report deals with national and Construction team culture with various strategy and their process.

Here in this paper the analysis and evaluation of the leadership performance by using the culture model and includes the appraisal of the Construction work process which is used to carry out the project. Within the different parameters of leadership performance is being written from formation of the leader and the life cycle of the leader. It also tells about the barriers and enables for the project and for the discussion of the barriers the various key issues are identified like strategic, cultural and organisation based. The clearing pattern used in the organisation and the necessary and the involvement of the clients in the project.

This paper evaluates the discussion of the report and proposes recommendation for the future actions for which to maximize the leadership performance in the Construction organisation. Recommendation is in relation to strategic, culture and organisation based difference like communication, management and focusing the future goals. In the middle of the recommendation it also explains the positive attributes in the organisation. At the end it

concludes with basic and important parameters about the leadership performance and culture in the Construction organisation.

INTRODUCTION:

An X Construction Company have been identified which is a multinational company where it have been undergone structural changes for the team recently and has certain leadership in to the core of organisation. The new Innovative management has adapted good layout of the work structure for their project team. Each and every firm will it be the large or small raring to go and believing in itself which it can make some difference.

In the construction firm which has a certain agenda for making a difference in the structure. Here the organisation was forwarding its steps and forwarded in making the difference for the various environmental issues and deals with the word sustainable. The company experience includes successive implementation of different types of projects such as architectural design, Project management construction in commercial buildings, institutions, schools, churches, ancient buildings, and most national projects. The projects are designed with place, culture, climate and natural environment in mind.

AIM:

To deploy the innovative leadership in the construction company for managing the project team, also to solve the communication gap between the workers and Leaders in the organisation.

OBJECTIVE:

➢ To find the Key issues which stop team work in the Construction Company.

➢ To solve the distant relationship between the workers and leaders.

➢ To produce the effective management and implementing the new innovative ideas.

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LITERATURE REVIEW:

STRUCTURE AND CULTURE OF CONSTRCUTION FIRM:

FIRM:

Construction organisation has a great management steam where there is standardisation of service and skills. The corporate strategy is directed towards the meeting of the needs of stake holders and increasing the value of different part of the firm. There exists vertical horizontal decentralisation, so that most of the power rests in the operation core at the bottom structure which is stated by (LU, 2008)

Different goal keeps coming at the various stages of the life of organisation and it can be the same set of different set of people making up a team for acting individuals to complete the required goals. The people working in the Construction organisations is as follows

1. Project managers

2. Personal Engineer

3. Marketing Engineer

4. Chief Designer

5. Chief Accountant

6. Chief Surveyor

7. Purchasing Staff

8. Company Assistant

Managing Director

Project Manager

| Personnel Engineer | Marketing Engineer | Chief Designer | Chief Surveyor | Chief Accountant | Purchasing Staff | Company Assistant |

Instructor

Safety Worker

Bonus Staff

Estimate Staff

Finance

Accountant

Clerical

Legal Worker

Plant Engineer

Contracts Manager

Contracts Manager

Site Engineers

Site Engineer
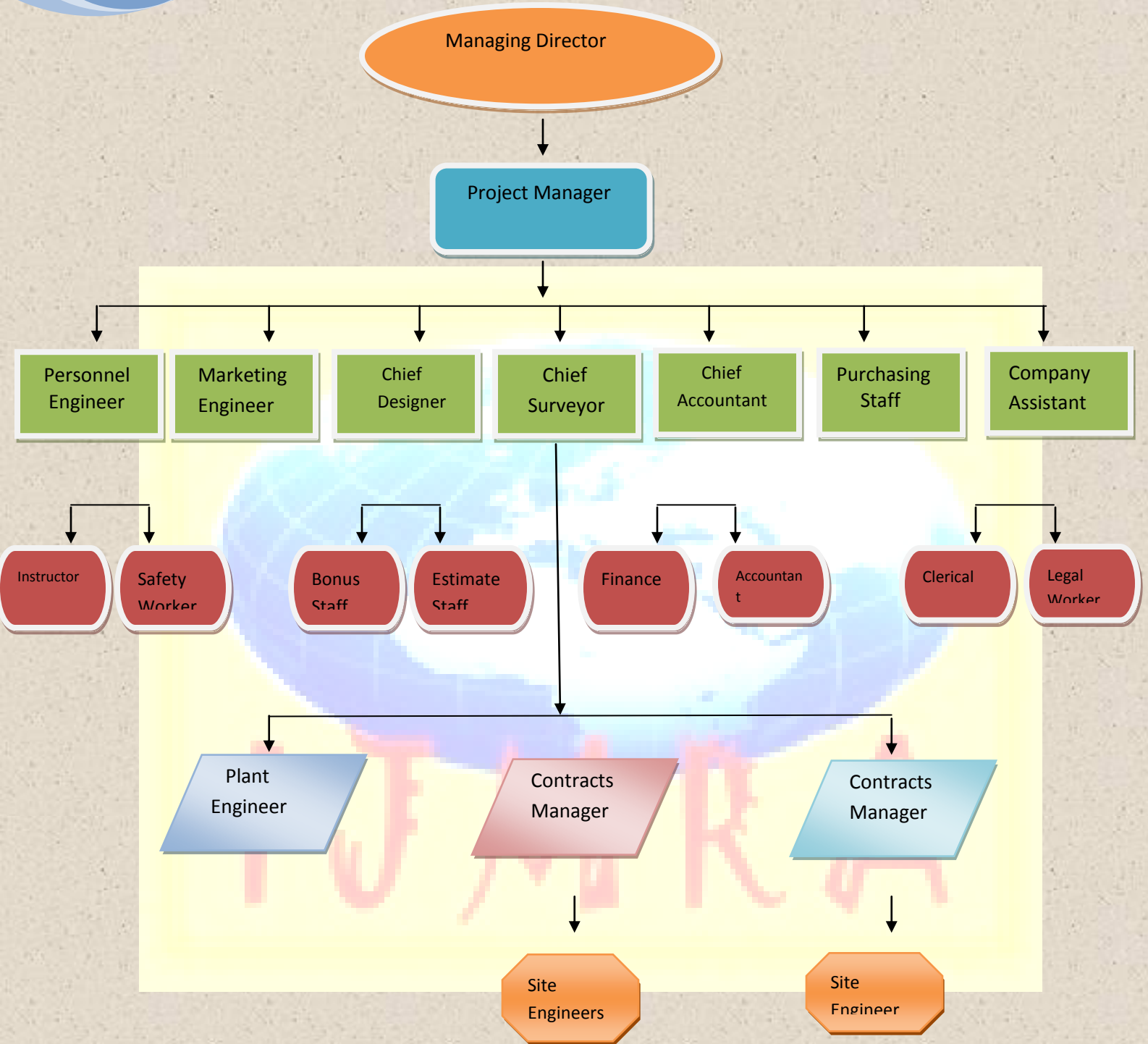
Figure. (Organisation structure)

Organisation Business strategy:

Miles (1978) Suggest various types of general business strategies namely prospectors, Defenders, Analyses reactors where each strategies has then own set of business.

1. Construction firm may fall under prospectors as this would continuously look for the new technologies and market opportunities are exploited

2. All the project taken by the company would be handled in its own way and which is being done on the location of the project and its prospects are goes hand by hand.

3. The structure Construction firm is an adhocracy organisation which we can take the reference by (Mintzberg, 1989) as follows

a). The power of various division which is dispersed and which has widely spread by the organisation and by making by a selective vertical and horizontal decentralization.

b). Communication have been used in between there or more people of either formally and informally to coordinate between the team works.

c). Construction firm is an adhocracy organisation which is the one has the focus is on the creation and innovation. In the same way this firm has the important decision was taken with the help of support staff along with all important member of office.

d). All the members of the organisations was treated equally and also given equal opportunity to tell their valued opinions.

Fig- Decentralization

Organisational Efficiency of Firm:

1. Now Construction firm select the people according to their experience or knowledge and which as described earlier have associated which have given authority to decide and to act upon the full right for the benefit of the project.

2. The standardisation of skills was used in the work process for e.g. The principle architect still co-ordinates the design process and the work output by constantly checking every stage of the design process. In the term there was limited horizontal decentralisation.

(Direct Supervisation)

Principle

Architect   Architect

(Mutual Adjustment)

Principle

Architect   Architect
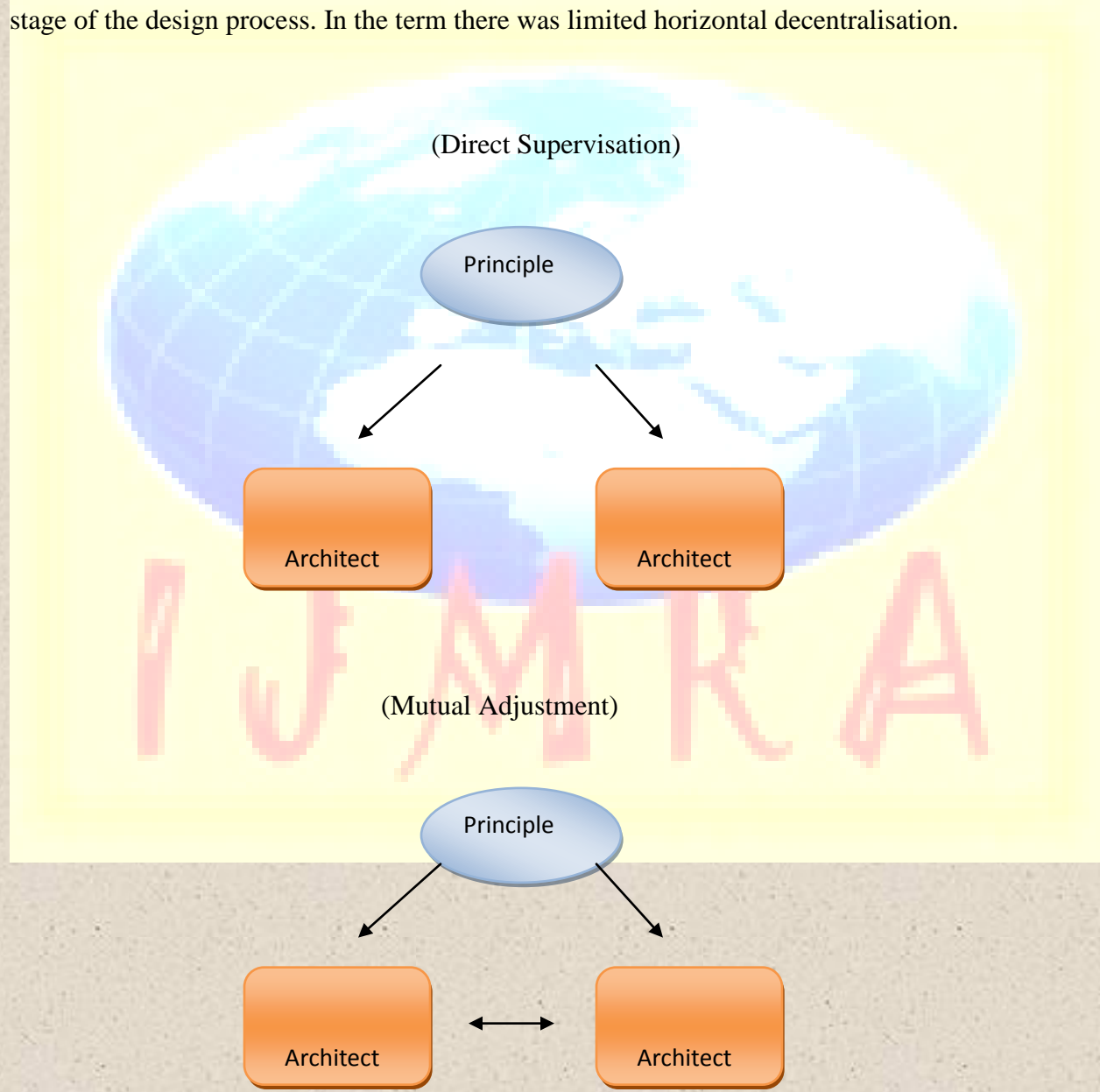
(Figure)

3. The Experienced client focus was one of the main objectives. Here all people are associated in the project where shared a basic goal and responded to project by it any changes or deviations.

4. The various International Organisation focuses on either moving in to market base or expired the knowledge base. But in my organisation firm was somewhere in between which tried to explore both the bases of market and knowledge.

Knowledge Base
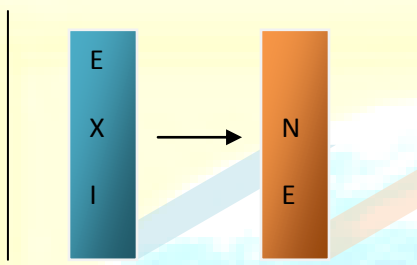
Market Base

5. Team culture is the unspoken, implicit aspect of the team that is not discussed in a formal way but nevertheless shapes behaviour of the team. It is the personality of a team; the way the team thinks and behaves by means of the influence of appropriate culture. (Thompson, 2008).

Organisation Model:

Sexton (2006) had described upon three types of vital roles in any organisation model and their interrelationship with each other and also their impact on knowledge capital. The major assets are follows

(i) Human Capital – Where the individuals working in the organisation where their ability and skills are monitored and in creating value for the organisation as well as client.

(ii) Relationship Capital - Here it includes relationship and interactive with clients, alliances members and supply chain partners, which as well as image and reputation.

(iii) Structure capital – The various system processes for codifying and storing knowledge from individual organisation and supply chain pattern.

Relationship Capital

Structure Capital

Human Capital
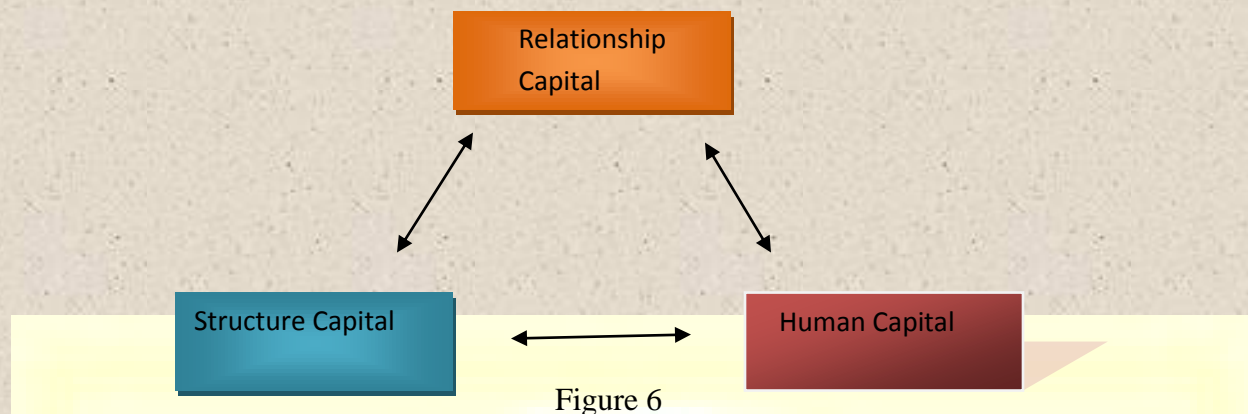
Figure 6

Life Cycle of a Team (Tuckman, 1965):

Every team goes through the process of Forming, Storming, Norming, Performing and Adjourning; this is called as life cycle of a team (**Key Issues**: Team Performance 3).

a. Forming:

The design team was chosen by Project Manager according to the work they had done before to carry out such important project. The Forming process included the basic initial period where in Main Leader explained the importance of the project, read out the brief and handed over the work and roles to different members of the team and promised over for a commitment to fulfil the required project.

b. Storming:

The difficult phase of the team, where all minds were clashing due to different views on the project. Different individual thinks differently and hence clarification was needed. The team objectives were particularly very clearly defined.

c. Norming:

This cycle was the one where team developed clear identity of each other in the team and started to view the goal as shared experience and not individual basis. By the time we reached this stage, one month of three month deadline was already over. Hence, considerations should be taken to choose team member wisely and resolve of differentiations is highly necessary in the beginning only.

d. Performing:

The total focus of the team was on output. The trust and confidence was already built on each other. Every members of the team was actively involved in their roles within the team. The trainee, quantity & surveying, draftsmen and graphic designer was producing papers and papers of designs based on Associate design views, which was closely being monitored by the Main Design engineer. Similarly, Administration was clearly being network part of the project was keeping on with deadlines and constant remind of the team focus and pros and cons in the project.

e. Adjourning:

Team completed the whole project within the given deadline and its overall objectives. This life cycle though highly neglected is important one. The organisation held a presentation of the completed project and discussed the positive and negative attributes of the project as well as the work that went into it.

Leadership Models:

The famous quote by (Boulding, 1985) the greatest need for leadership is in the dark. It is when the system is changing so rapidly..... The old prescriptions and old wisdoms can only lead to catastrophe, and leadership is necessary to call people to the very strangeness of the new world that is being born.

For the past few decades some observers argue that energy and resources would be better spent at other points in the organisation, on front- line management, for example, or on those who have the most direct contract with the customer,

Leadership Division and Role in Organisation:

The term Leadership is a vital issue in an organisation. Now we would argue that now more than ever we need a clear model of what leadership is. We have reached a stage in human evolution that is characterised by change, not only the extent of change, but also its speed and potential implications (Bennis, 1959).

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When we are asked to describe leaders, we tend to think of examples from our own experience, or from previous organisation. By inference the model suggest the centrality of leadership to the transformation process. Further, whatever else leadership may be concerned with, the model points to three central topics within the leadership task. The establishment of vision, the alignment of culture and the specification of management practices.
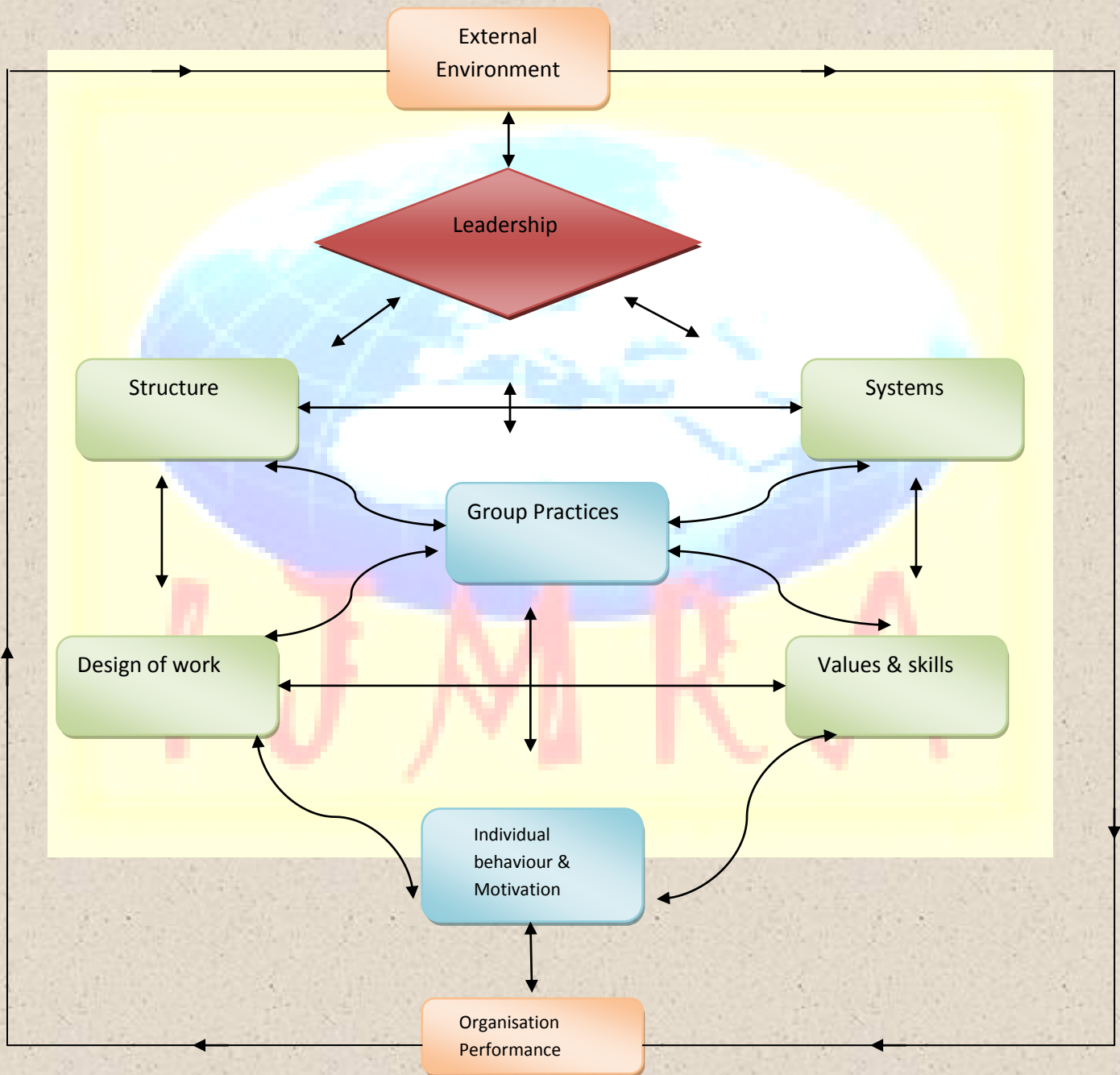
Figure   *Leadership Model in L&T Organisation*

(A) Role of the Leadership in Construction firm:

The main responsibility is to lead the team and manage the team for its work to deliver the promised results; it is the leader's responsibility to create the climate for success. According to (Rodney Turner, 2001, ch 6) states that five functions of management are illustrated as follows
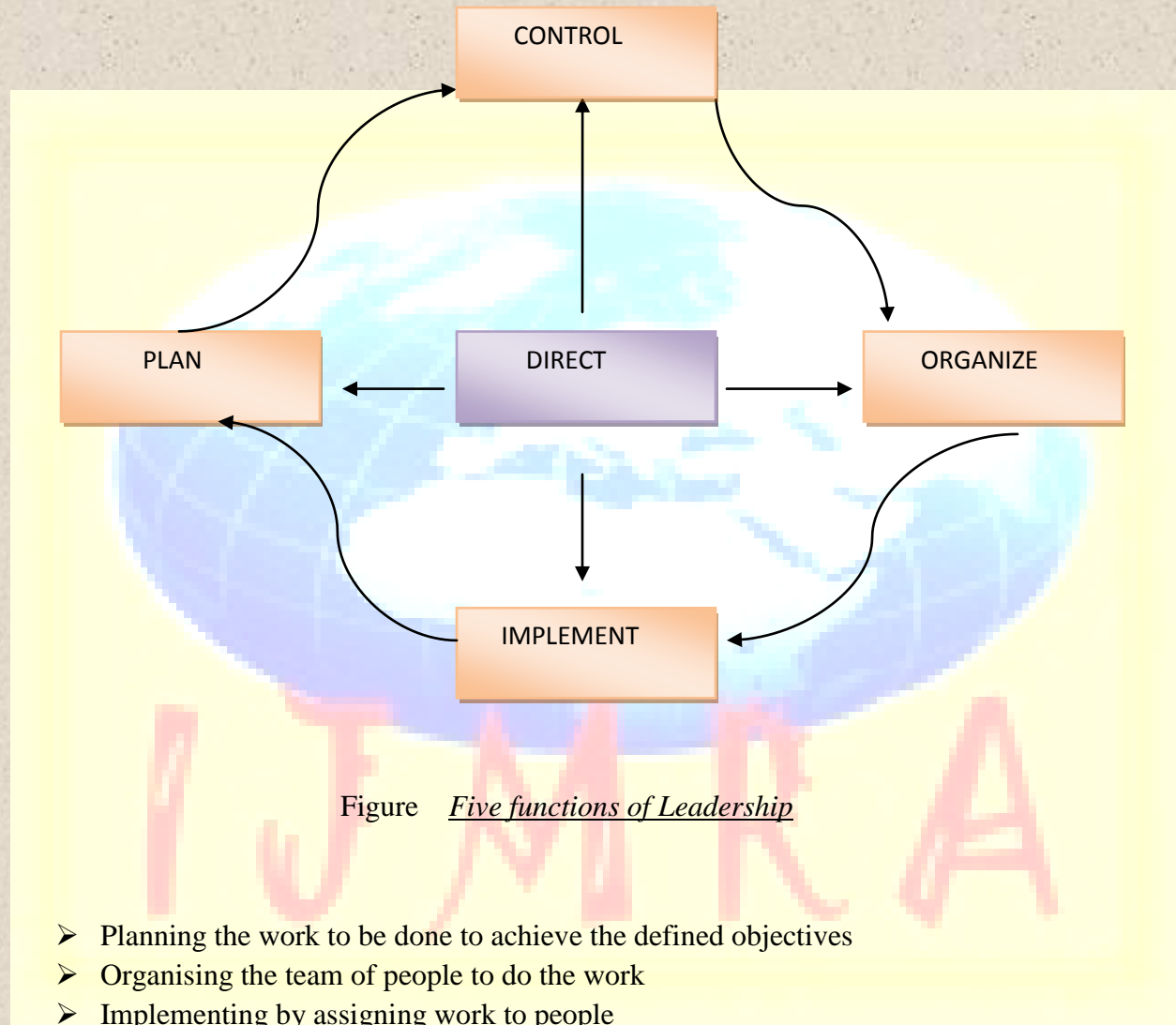
Figure   *Five functions of Leadership*

➢ Planning the work to be done to achieve the defined objectives
➢ Organising the team of people to do the work
➢ Implementing by assigning work to people
➢ Controlling Progress
➢ Directing the people involved in the project.

Analysis and Evaluation of Leadership:

(Kotter, 1999) described leadership as being about providing "constructive and adaptive change" here I have taken project manager as the leader for the whole project. The role of the

project manager as change agent which is about "providing consistency and order". Here from the below table the various stages of leadership can be explained.

LIFE-CYCLE STAGE	LEADERSHIP
Planning	Establishing direction Developing the goal Developing the strategy to achieve it
Organizing	Aligning people Communicating direction Influencing the team Obtaining understanding and cooperation
Executing and Controlling	Motivating and inspiring Satisfying basic human needs Enthusing the team to overcome problems

LIFE-CYCLE STAGE FOR LEADERSHIP

(A) Project Leadership Model

In this construction company of the team development grid shows a strong preference for exploring rather than controlling and slight preference for advising rather than organising. The leadership team developed the focus on both role and goal orientation, and the balance between team and personal motivation to achieve leadership by aligning personal goal with project goals.

Team Rewards

Project Manager

Role and Goal

Knowledge

Clarity

Personal Motivation

Leadership drive

Team Commitment and motivation

Personal Commitment

Management

Expectation of rewards

To project Objectives

Support
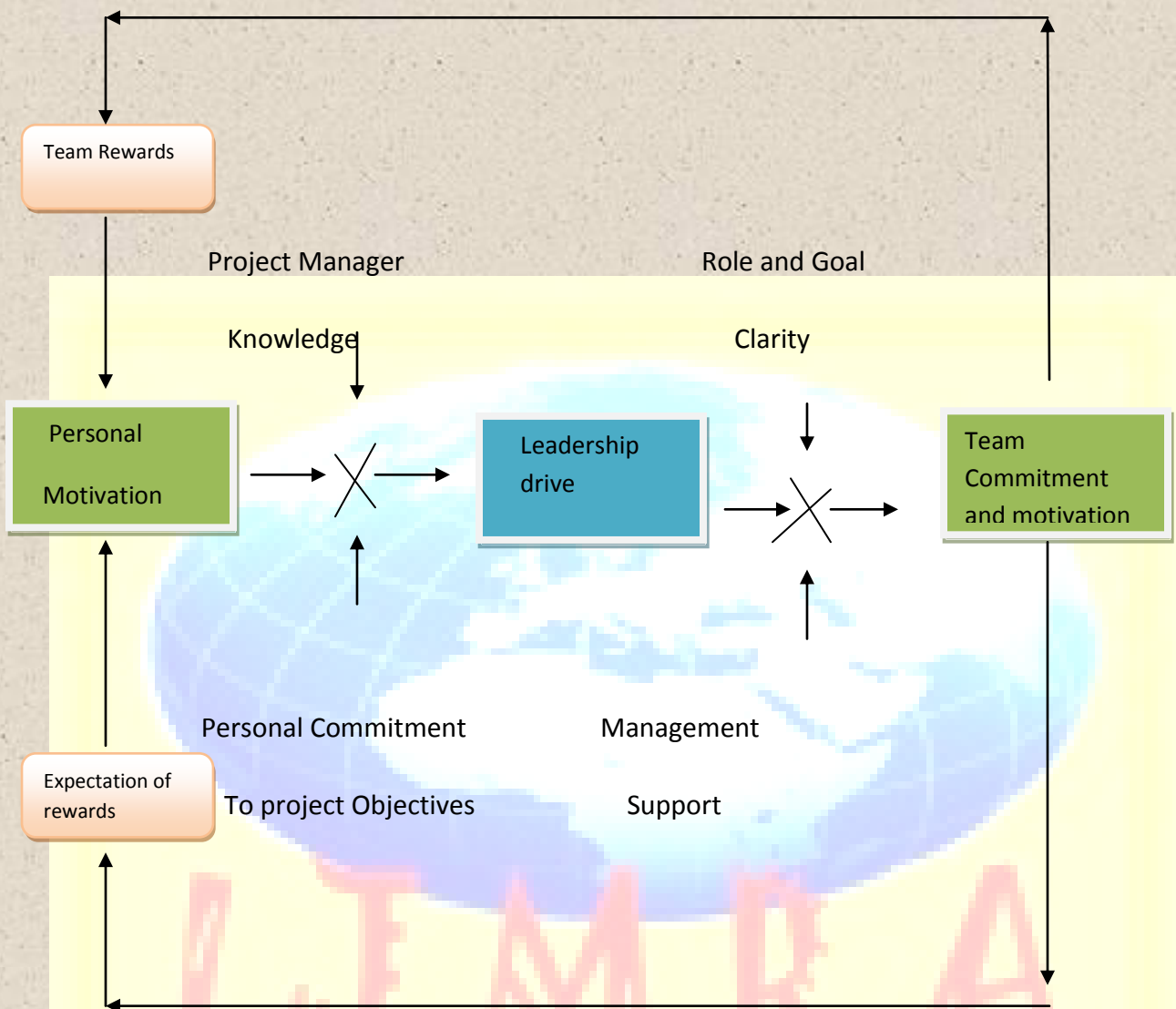
Figure 10

Leadership Development and Team Life Cycle:

There are four major roles in the life cycle for congregation life to determine what's going on they are

1. Vision
2. Inclusion
3. Program
4. Management

Inclusion   Program

Vision   Management

Figure 10

For running a Construction team the Leaders or project managers have certain roles in the development life cycle for leading the team they are as follows

Initiating:

Making the team in action or preceding the team forward by finding the objectives and suggesting a way and ideas. Recommending a procedure for which the function mainly applies early stages in the team activity for achieving the goals of the company.

Regulating:

The Leaders in this organisation has to influence the pace and the way by which the teamwork, by indicating the period constraints and for summarising which has happened. This is the important program to be made and gets into the stride.

Supporting:

In a team leader has to create circumstance which makes the team together and then helps the members to participate effectively, which by giving encouragement of showing the trust and creating tensions in the team.

Evaluating:

The project helps the team by monitoring the efficiency of its actions and their decisions also by testing for the consensus and taking a note of the team process. This function has been made for completion for task.

Leadership Skills:

The Leaders in L&T Construction Company have four major skills for running the team in the construction are as follows

- ➢ Human skill
- ➢ Technical skill
- ➢ Conceptual skill
- ➢ Communication skill

Human Skill:

This is the skill which the manger's ability to work in a group member which has to build the co-operative in the team effort and to communicate in the team. The mangers with better human skills should aware of their attitudes and judging the people in correct way which these people are skilled in understanding and influence the team members behaviour.

Technical Skill:

All the project managers had previously captured a technical role in the company which they are proficient in some aspect of the organisation's and work. Here they have got acquired in certain abilities which they are specialised knowledge and techniques for the most of their training had trained them in developing these kinds of skills in the company.

Conceptual skill:

This is the most important skills for the project managers where their ability to see the organisation completely, by which the parts affect one another and the firm which states that the outer part of the world. The project managers with this skill engorge the marketing status and which must take in an account for the local conditions. These types of mangers will recognise of the various decision and the production finance and other aspects for their work in the company.

Communication Skills:

The project team relies on communication within the other team members. Through teamwork training and practice, and discussion among themselves the team members can learn to:

- ▪ Actively and efficiently listen to other team members for understand their ideas and concerns of the team.

- Effectively circulate their ideas or their concerns to others team members

- Provide true constructive feedback to team members for their work.

- Allow some ice break sections for the members to share their views with other members

- Make some free interactions between seniors and juniors

- Take all the barriers and give chance for the new workers in the team.

RESEARCH METHODOLOGY:

A Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is a conceptual procedure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. There are various types of research that can be used based on types of research problem. The types of research are applied research, Analytical research, empirical research, Quantitative research, Qualitative research, longitudinal research, historical research, exploratory type of research etc. According to Naoum (2007), deciding on the type of research depends on the purpose and type of the study and the availability of information. Though there are various types of research design, in this research study the researcher has proposed to use analytical and Qualitative type of research. The analytical type of research is adopted to compare and analyse various Leadership methods towards various parameters and the qualitative type of research is used to assess various benefits of team work and project management in construction firm (Naoum, 2007).

APPROACHES TO DATA COLLECTION:

There are various approaches for data collection, personal interview, telephonic interview, survey through structured questionnaire and case study approach. Though there are various approaches to collect data, in this study the interview approach to collect data from the respondents is chosen.

This method of collecting data involves presentation of oral verbal stimuli and reply in terms of oral-verbal responses (Yin, 2003). The researcher used this method through personal

interviews. In this method the interviewer asks questions generally in a face to face contact with the builders. In this method the researcher who was the principle investigator was on the spot to meet the respondents from whom data was collected. This method is particularly suitable for intensive investigations. This method of collecting information through interviews was carried out in a structured way. The interviews involved the use of a set of predetermined questions related to new leadership techniques and of highly standardised techniques of recording. Thus the interviewer in a structured interview follows a rigid procedure laid down, asking questions in a form and order prescribed (Naoum, 2007).

Types and Source of Data:

In this study the researcher uses both primary data and secondary data. The primary data is the first hand data which is not available, collected from the builders through a structured Questionnaire. Whereas the secondary data is the data which is already available collected through literature survey. The various sources of secondary data are research and academic journals, research papers presented in international conferences and published in journals, government publications and textbooks, company documents and websites. The intention of this research was to collect factual information as well as opinions of builders on selecting and installing suitable microgeneration technology that meet the requirement of users and government. Therefore, it was felt that the most appropriate method of data collection will be 'interview method'. Face to face interviews were conducted by interviewer with both the builders and Management Staffs in order to elicit their experience on team work and managing the projects (Yin, 2003).

Sampling design:

A sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for sample.

RESEARCH ANALYSIS:

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Recommendations to Maximise Leadership Performance and Cultural Issues:

Effective Leadership Performance:

The Construction firm have invested considerable effort in defining competency models for people performing all jobs within the organisation, whether a management job or other functions, professions or disciplines. We have found six traits for effective leadership performance (Rodney Turner, 2002) as follows

PROBLEM-SOLVING ABILITY AND RESULTS ORIENTATION:

Effective managers are usually of above average intelligences, able to solve complex problems by analysing the current situation and recognizing patterns. The achievement of the project purposes is a problem, as is the completion of each stage of the life cycle. Furthermore the control process is also one of the problem solving, planning recovery to overcome variances from plan. Without a problem-solving should be coupled with results orientation. The purpose is not to complete work for works sake, but to achieve the desired ends,

ENERGY AND INITIATIVE:

The project managers Construction firm must be able to continue managing under considerable pressure and against considerable odds. The requires the managers to be energetic and fit. The energy will be coupled with initiative to see the need for action, and the resolve to take such action. This initiative should extend to the management of one's own career as well as the task at hand.

SELF-ASSURED PERSONLITY:

The leader must have the self-assurance to know what they are doing right in the firm. This does not mean that they must be extrovert or brash; the leader can be self-effecting while still self-assured. They must be resolute, confident in their opinions and judgment. Often, it is better to take action based on incomplete information, being ready to modify the action as new information comes to light, than to either endlessly looking for the perfect solution. The self-assured manager also delegates readily to their team, confident in the ability of team members and their own ability to motivate the team. Sometimes, especially in the industry, you see good

technologies promoted in to managerial positions that are very reluctant to delegate because they believe, quite rightly, that they can do the work better than anyone else. They work themselves into an early grave, while their team members are idle and consequently demotivated.

SENSE OF PERSPECTIVE:

Leaders need to be able to look beyond the project team, and to see how they fit into the organisation as a whole. This need for perspective extend to the work of the project. The manager must be able to move freely through all three levels of the project hierarchy, and above as well, to understand the detailed work of the project and how it will deliver the project's objectives and to understand how the projects objectives will meet the needs of the parent organisation.

GOOD COMMUNICATION SKILLS:

The leaders in the Larson and turbo represents project managers who must be able to communicate at all levels, from the managing director down to the janitor, They must be ambassadors for their project, able to sell it to senior managers and with their support; they must be able to talk to their peers, functional managers and resources providers to win cooperation; they must be able to brief and motivate the project team; and they must be able to talk to the janitor, because often the latter know better than anyone how the project is progressing for the organisation.

(A) Styles of Effective Leadership:

There are lots of styles adapted by effective Leaders. Most of these judge management against two parameters and characterize managers along a one-dimensional continuum or in a two dimensional matrix. Often the two dimensional matrix can be reduced to a one dimensional continuum, because two styles presented side by side are starkly different parameters, which as follows (wood,G. 2008)

- o Focus on people or relationships.

- o Focus on tasks

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- o   Use of authority.

- o   Involvement of team in decision making

- o   Involvement of team in decision taking

- o   Flexibility versus application of rules and procedures.

Cultural Issues of Construction firm:

(A) Culture (Taken from Hofstede (2001)):

	Key Issues	Recommendations
1.	**Authority Distance**	High Power Distance leads to more fear and authority surroundings. Even though Main Engineers in Larson and turbo never raised his voice, the whole idea of boss being the head has been head-set hence leading to fewer conversations with the leader and the sense of fear. Not only that in low Authority Distance there is no difference between manual works and clerical works, which doesn't hold true for high Authority Distance. Wide salary range between top and bottom of organizations.
2.	**Uncertainty Avoidance**	Having low Uncertainty means feeling less threatened by unknown circumstances. Having low Uncertainty is equally good and bad; innovations are welcomed but not taken seriously until and unless point is being proved as in case presentations to be kept every week in this organisation team. There seems to be weak loyalty to employer; short average duration of employment as seen in Larson and Turbo.

| 3. | **Collectivism** | Collectivism is always the step ahead in the case of team work; hence it works fine for Engineering construction firm like Firm X as in all the work are team related and hardly any work is associated with individualism. Not only that it helps in organization culture with people know more about each other maintaining harmonious surrounding in the organization team. |
| 4. | **Masculinity and Femininity** | Construction firm was totally divided into equal when talking about Masculinity and Femininity. In fact, all the Associate Design Engineers were female and hence there was no difference in job status and pay-scale. But somehow it also created a bit difference in organizations, since there was less emphasis on earnings and recognitions hence leading to less incentives and rewards for the workers. |

(B) Recommendations:

	Key Issues	**Recommendations**
1.	**Long-Versus Short-Term Orientation**	Having Long Term Orientation made by my company where less risk taking, so most of the time it followed the tried and tested formula of churning of projects which worked most of the time but failed at some time too.
2.	**Company Culture**	As stated earlier Construction firm has a best organisation Culture, the atmosphere within the organization was friendly and relaxed but doesn't give a relaxed feelings of office culture as such. Too much flexibility was given around inside the organizations. Though there were set of rules, but it was not formalized as such. The organizations did not stick their necks out and take risks even though it is necessary sometimes in given projects as in The Adhocracy Culture...

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CONCLUSION:

The concept of a Leader is vital in every organization in today's World. Construction firm believed in it so completely too. Various projects have been maintained by effective leaders and have the unbalanced team. The main part of the Effective Leader performance is to be alert about goal achievement. Similarly, dynamic leader also helps team to bind together through thick and thin. Effective communications, decision making and trust amongst team member and the leaders where there are few of the enablers to Leadership performance in the organisation.

Similarly, risk taking once in a while for betterment of project is equally important. Equal opportunity amongst effective leader has the nature of the working conditions and participation. Each culture is good or bad. It's all about believing in it and carrying forward. Hofstede (2005) defined culture as a collective phenomenon, which distinguishes one category of people from another- on national and organizational basis. Therefore striking a correct balance between cultures in any area would always end up with favourable end products be it in national level or organizational level.

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