
Contents

1	Introduction—Significance of Leadership and Management of Personnel in the Construction Industry	13
2	Civil Engineering Company—General Characteristics	15
2.1	Civil Engineering Company	15
2.2	Common Characterization of Civil Engineering Companies	16
2.3	Company Environmental Factors	16
2.4	Influence of Environment	17
2.5	Specifics of Civil Engineering	18
3	Company Leadership and Management	20
3.1	Leadership and Management—Basic Terminology	20
3.2	Consistent Company Management—Managerial Circle	22
3.3	Strategic Leadership	23
3.4	Management Tools	24
4	Company Executives and Organizational Structures	27
4.1	Types of Management	27
4.2	Styles of Management	28
4.3	Position Hierarchy	28
4.4	Characteristics of Most Common Organizational Structures	29
4.5	Requirements Demanded on Organizations and Their Structures	33
5	Team Work in Civil Engineering Companies	36
5.1	Individuals and Groups within Companies	36
5.2	Development of a Team and Its Efficiency	38
5.3	Model of Team Functioning	39
5.4	Stages in Process Development in Working Teams	40
6	Team Leading from the Leader's Point of View	45
6.1	Common Needs in the Life of a Working Team	45
6.2	Principal Activities of a Team Leader	46

7	Basic Principles for Creating Effective Habits in the Work of a Leader	57
7.1	Private Dimension—From Dependence to Independence	59
7.2	Principle of Proactivity	61
7.3	Principle of Personal Leadership	65
7.4	Principle of Personal Management	70
7.5	Public Dimension—Relations of Interdependence	79
7.6	Principle of Interpersonal Leadership	81
7.7	Principle of Empathic Communication	87
7.8	Principle of Creating Synergy	91
7.9	Principle of Balanced Self-Renewal	98
8	For the End . . .	103