**MARK SHEET –Improving own leadership performance through action learning**

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| **Centre Number :** |  | **Centre Name :** |  |
| **Learner Registration No :** |  | **Learner Name:** |  |
| **INSTRUCTIONS FOR ASSESSMENT AND USE OF MARK SHEET** Assessment must be conducted with reference to the assessment criteria (AC). In order to pass the unit, every AC must be met.Assessors will normally award marks for every AC and then total them into a percentage. However, for greater simplicity, there is the option to not use marks at all and merely indicate with a ‘Pass’ or ‘Referral’ in the box (below right). In order to pass the unit every AC must receive a ‘Pass’ **Where marks are awarded according to the degree to which the learner’s evidence in the submission meets each AC, every AC must be met, i.e. receive at least half marks (e.g. min 10/20). Any AC awarded less than the minimum produces an automatic referral for the submission (regardless of the overall mark achieved).** Sufficiency descriptors are provided as guidance. If 20 marks are available for an AC and the evidence in the submission approximates to the ‘pass’ descriptor, that indicates it should attract 10 marks out of 20, if a ‘good pass’ then ca. 15 out of 20. The descriptors are not comprehensive, and cannot be, as there are many ways in which a submission can exceed or fall short of the requirements. | 1. **Learner named above confirms authenticity of submission.**
2. **ILM uses learners’ submissions – on an anonymous basis – for assessment standardisation.  By submitting, I agree that ILM may use this script on condition that all information which may identify me is removed.**

**However, if you are unwilling to allow ILM use your script, please refuse by ticking the box: □** |
| **Learning Outcome / Section 1:** 1 Be able to use action learning for leadership development  |
| **Assessment Criteria (AC)** | **Sufficiency Descriptors***[Typical standard that , if replicated across the whole submission, would produce a referral, borderline pass or good pass result]* | **Assessor feedback on AC** *[comments not necessary in every box]* |
| AC 1.1Explain the responsibilities of an individual within an action learning set | **Referral [ca.*2/8*]** | **Pass [*4/8*]** | **Good Pass [ca. 6/8]** |  |
| * The responsibilities of an individual within an action learning set are not addressed, or responsibilities are merely listed with no account provided to explain the reasons for these responsibilities within an action learning set
 | * A limited but sufficient account is provided of the responsibilities of an individual within an action learning set that explains the reasons for these responsibilities within an action learning set
 | * A comprehensive account is provided of the responsibilities of an individual within an action learning set that fully explains the reasons for these responsibilities within an action learning set
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| / 8(min. of 4) | Pass or Referral |
| AC 1.2Explain how group dynamics in action learning can enhance leadership development | **Referral [ca.*2/8*]** | **Pass [*4/8*]** | **Good Pass [ca. 6/8]** |  |
| * How group dynamics in action learning can enhance leadership development is not addressed, or is incorrect, or group dynamics are explained with no reference to action learning and enhancement of leadership development
* The features of group dynamics are merely listed with no account provided to explain how group dynamics in action learning can enhance leadership development
 | * A limited but sufficient account is provided of group dynamics in action learning that explains how group dynamics in action learning can enhance leadership development
 | * A comprehensive account is provided of group dynamics in action learning that fully explains how group dynamics in action learning can enhance leadership development
 |
| / 8(min. of 4) | Pass or Referral |
| AC 1.3Engage actively in action learning to develop own leadership performance and the leadership performance of others in the action learning set | **Referral [ca.*9/36*]** | **Pass [*18/36*]** | **Good Pass [ca. 27/36]** |  |
| * No evidence is provided that action learning is actively engaged in to develop own leadership performance and the leadership performance of others in the action learning set
 | * Limited but sufficient and explicit evidence is provided that action learning is actively engaged in to develop own leadership performance and the leadership performance of others in the action learning set
 | * Comprehensive explicit evidence is provided that action learning is actively engaged in to develop own leadership performance and the leadership performance of others in the action learning set
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| / 36(min. of 18) | Pass or Referral |
| AC 1.4Evaluate action learning as a leadership development technique and its role in own leadership development | **Referral [ca.*6/24*]** | **Pass [*12/24*]** | **Good Pass [ca. 18/24]** |  |
| * Action learning as a leadership development technique is not addressed, or is merely described with no evaluation to provide conclusions or recommendations
* The role of action learning in own leadership development is not addressed, or is merely described with no evaluation to provide conclusions or recommendations
 | * Action learning as a leadership development technique is evaluated to provide conclusions or recommendations, although the evidence base for the evaluation may be limited or subjective
* The role of action learning in own leadership development is evaluated to provide conclusions or recommendations, although the evidence base for the evaluation may be limited or subjective
 | * Comprehensive and objective evidence is used to evaluate action learning as a leadership development technique and provide conclusions or recommendations
* Comprehensive and objective evidence is used to evaluate the role of action learning in own leadership development and provide conclusions or recommendations
 |
| / 24(min. of 12) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 2:** Be able to plan and undertake activities to develop own leadership performance  |
| **Assessment Criteria (AC)** | **Sufficiency Descriptors***[Typical standard that , if replicated across the whole submission, would produce a referral, borderline pass or good pass result]* | **Assessor feedback on AC** *[comments not necessary in every box]* |
| AC 2.1Identify and select appropriate activities and sources of help and support to develop own leadership capacity | **Referral [ca.*2/8*]** | **Pass [*4/8*]** | **Good Pass [ca. 6/8]** |  |
| * Appropriate activities and sources of help and support to develop own leadership capacity have not been identified and selected, or are not associated with any conclusions or recommendations arising from an evaluation of action learning in leadership development
 | * Limited but sufficient appropriate activities and sources of help and support to develop own leadership capacity are identified and selected and are associated with conclusions or recommendations arising from an evaluation of action learning in leadership development, although the levels of detail may be limited
 | * Detailed activities and sources of help and support to develop own leadership capacity are identified and selected and are associated with conclusions or recommendations arising from an evaluation of action learning in leadership development
 |
| / 8(min. of 4) | Pass or Referral |
| AC 2.2Plan activities to develop own leadership capacity | **Referral [ca.*2/8*]** | **Pass [*4/8*]** | **Good Pass [ca. 6/8]** |  |
| * There is no evidence that activities to develop own leadership capacity are planned, or planning is not associated with any conclusions or recommendations arising from an evaluation of action learning in leadership development, or planning is not focused on improving own leadership performance
 | * Limited but sufficient evidence is provided that activities arising from an evaluation of action learning in leadership development are planned to develop own leadership capacity, although the planning requires further work for full implementation
 | * Detailed evidence is provided that activities arising from an evaluation of action learning in leadership development are fully planned to develop own leadership capacity
 |
| / 8(min. of 4) | Pass or Referral |
| AC 2.3Undertake planned activities to improve own leadership performance and make judgements about their effectiveness | **Referral [ca.*2/8*]** | **Pass [*4/8*]** | **Good Pass [ca. 6/8]** |  |
| * There is no evidence that planned activities have been undertaken and/or judgements have been made as to the effectiveness of the planned activities on own leadership performance, or the evidence for the judgement is insufficient
 | * Limited but sufficient evidence is provided that planned activities have been undertaken and judgements have been made as to the effectiveness of the planned activities on own leadership performance, although the evidence base for the judgements may be limited or subjective
 | * Comprehensive evidence is provided that planned activities have been undertaken and judgements have been made as to the effectiveness of the planned activities on own leadership performance using a wide evidence base
 |
| / 8(min. of 4) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
|  | **/ 100** | **TOTAL MARKS** |
| **Assessor’s Decision** | **Quality Assurance Use** |
| **Outcome** (*delete as applicable*): **PASS / REFERRAL** | **Signature of Assessor:****Date of QA Check:** | **Outcome** (*delete as applicable*): **PASS / REFERRAL** | **Signature of QA:****Date of QA check:** |