**MARK SHEET –Assessing your own leadership capability and performance**

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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:** Understand leadership styles within an organisation  |
| **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 1.1Review the prevailing leadership styles in the organisation | **Referral [*ca. 4/16*]** | **Pass [*8/16*]** | **Good Pass [*ca. 12/16*]** |  |
| * The prevailing leadership styles in the organisation are not reviewed, or only one leadership style is reviewed, or the reviews are incorrect
* The prevailing leadership styles in the organisation are merely listed or described with no review to make a judgement about the leadership styles using a combination of evidence and an appropriate theoretical model(s)
 | * The prevailing leadership styles in the organisation are reviewed to make a judgement about the leadership styles using a combination of evidence and an appropriate and correct theoretical model(s), although the evidence base may be subjective or limited
 | * The prevailing leadership styles in the organisation are reviewed using a wide evidence base to make a judgement about the leadership styles using a combination of objective evidence and an appropriate and correct theoretical model(s)
 |
| / 16(min. of 8) | Pass or Referral |
| AC 1.2Assess the impact of the prevailing leadership styles on the organisation’s values and performance | **Referral [*ca. 4/16*]** | **Pass [*8/16*]** | **Good Pass [*ca. 12/16*]** |  |
| * The impact of the prevailing leadership styles on the organisation’s values or performance is assessed, but not both
* The impact of the prevailing leadership styles on the organisation’s values and/or performance is merely listed or described with no assessment to make a judgement based on appropriate criteria
 | * The impact of the prevailing leadership styles on the organisation’s values and performance is assessed using appropriate criteria to make a judgement, although the criteria or evidence base may be subjective or limited
 | * The impact of the prevailing leadership styles on the organisation’s values and performance is assessed to make a judgement using appropriate criteria and a wide and objective evidence base
 |
| / 16(min. of 8) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 2:** Be able to review effectiveness of own leadership capability and performance in meeting organisational values and goals  |
| **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 2.1Assess own ability to apply different leadership styles in a range of situations | **Referral [*ca. 3/12*]** | **Pass [*6/12*]** | **Good Pass [*ca. 9/12*]** |  |
| * Own ability to apply different leadership styles in a range of situations is not assessed, or is assessed in only one situation, or is assessed incorrectly or inappropriately
* Own ability to apply different leadership styles is merely described with no assessment to make a judgement using appropriate criteria
 | * Own ability to apply different leadership styles in a range of situations is assessed to make a judgement using appropriate criteria, although the range of situations may be similar or the criteria or evidence base may be subjective or limited
 | * Own ability to apply different leadership styles in a range of situations is assessed to make a judgement using appropriate criteria and a wide and objective evidence base across a range of dissimilar situations
 |
| / 12(min. of 6) | Pass or Referral |
| AC 2.2Assess own ability to communicate the organisation’s values and goals to staff in own area | **Referral [*ca. 3/12*]** | **Pass [*6/12*]** | **Good Pass [*ca. 9/12*]** |  |
| * Own ability to communicate the organisation’s values and goals to staff in own area is not assessed, or is assessed incorrectly or inappropriately
* Own ability to communicate the organisation’s values and goals to staff in own area is merely described with no assessment to make a judgement using appropriate criteria
 | * Own ability to communicate the organisation’s values and goals to staff in own area is assessed to make a judgement using appropriate criteria, although the criteria or evidence base may be subjective or limited
 | * Own ability to communicate the organisation’s values and goals to staff in own area is assessed to make a judgement using appropriate criteria and a wide and objective evidence base
 |
| / 12(min. of 6) | Pass or Referral |
| AC 2.3Assess own ability to motivate others and build commitment to the organisation’s values and goals | **Referral [*ca. 3/12*]** | **Pass [*6/12*]** | **Good Pass [*ca. 9/12*]** |  |
| * Own ability to motivate others and build commitment to the organisation’s values and goals is not assessed, or is assessed incorrectly or inappropriately
* Own ability to motivate others and build commitment to the organisation’s values and goals is merely described with no assessment to make a judgement using appropriate criteria
 | * Own ability to motivate others and build commitment to the organisation’s values and goals is assessed to make a judgement using appropriate criteria, although the criteria or evidence base may be subjective or limited
 | * Own ability to motivate others and build commitment to the organisation’s values and goals is assessed to make a judgement using appropriate criteria and a wide and objective evidence base
 |
| / 12(min. of 6) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 3:** Be able to adopt an effective leadership style to motivate staff to achieve organisational values and goals  |
| **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 3.1Justify the most effective leadership style to motivate staff in own area, to achieve the organisation’s values and goals | **Referral [*ca. 5/20*]** | **Pass [*10/20*]** | **Good Pass [*ca. 15/20*]** |  |
| * The most effective leadership style to motivate staff in own area to achieve the organisation’s goals is not justified, or is incorrect or inappropriate, or is merely stated or described with no rationale to justify the choice of leadership style
 | * A rationale is presented to justify the most effective leadership style to motivate staff in own area to achieve the organisation’s goals, although the evidence base for the rationale may be limited or subjective
 | * A detailed and objective rationale is presented to justify the most effective leadership style to motivate staff in own area to achieve the organisation’s goals
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| / 20(min. of 10) | Pass or Referral |
| AC 3.2Implement the most effective leadership style in order to motivate staff in own area to achieve the organisation’s values and goals | **Referral [*ca. 3/12*]** | **Pass [*6/12*]** | **Good Pass [*ca. 9/12*]** |  |
| * No evidence is presented that the most effective leadership style is, or is being, implemented, or the implementation is incorrect or inappropriate
 | * Limited evidence is presented that the most effective leadership style is, or is being, implemented correctly or appropriately
 | * Detailed evidence is presented that the most effective leadership style is, or is being, implemented correctly and appropriately
 |
| / 12(min. of 6) | 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:** |