**MARK SHEET – Developing a culture to support innovation and improvement**

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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 an organisation’s culture | | | | | | | | | | | |
| **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** | |
| AC 1.1  Describe the underlying culture within the organisation | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | **Good Pass [ca. 3/4]** | | | |  | |
| * No description is given of the underlying culture within the organisation * A description is given of culture but is not recognisably that within the organisation or is inappropriate or minimal | | * A description is given of the underlying culture within the organisation although the description may be limited | | | * A thorough and detailed description is given of the underlying culture within the organisation | | | |
| / 4  (min. of 2) | Pass or Referral |
| AC 1.2  Explain how this influences the management style and team structure | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | **Good Pass [ca. 3/4]** | | | | **Assessor feedback on AC** | |
| * How the underlying culture identified in AC 1.1 influences the management style and/or team structure is merely stated as opposed to explained * An explanation is given of how the underlying culture identified in AC 1.1 influences the management style **or** team structure **but** not both * An explanation is given of how the underlying culture identified in AC 1.1 influences the management style and team structure **but** the explanation is incorrect or minimal | | * An explanation is given of how the underlying culture identified in AC 1.1 influences the management style and team structure although the explanation may be limited | | | * How the underlying culture identified in AC 1.1 influences the management style and team structure are both thoroughly explained in detail | | | |  | |
| / 4  (min. of 2) | Pass or Referral |
| AC 1.3  Explain own responsibility in promoting the organisation’s vision and helping to shape the culture | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | **Good Pass [ca. 3/4]** | | | | **Assessor feedback on AC** | |
| * Own responsibility in promoting the organisation’s vision and/or helping to shape the culture is merely stated as opposed to explained * An explanation is given of own responsibility in promoting the organisation’s vision **or** helping to shape the culture **but** not both * An explanation is given of own responsibility in promoting the organisation’s vision and helping to shape the culture **but** the explanation is inappropriate or minimal | | * An explanation is given of own responsibility in promoting the organisation’s vision and helping to shape the culture although the explanation may be limited or the organisation’s vision may be more implicit than explicit | | | * A thorough and detailed explanation is given of own responsibility in promoting several clearly stated organisational visions and helping to shape the culture | | | |  | |
| / 4  (min. of 2) | Pass or Referral |
| **Section comments** (optional): | | | | | **Verification comments** (optional): | | | | | | |
| **Learning Outcome / Section 2:** Understand the importance of values in underpinning the culture for innovation and improvement | | | | | | | | | | | |
| **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** | |
| AC 2.1  Explain how your own values and beliefs affect how you deal with change and innovation | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | | | **Good Pass [ca. 3/4]** | |  | |
| * How your own values and beliefs affect how you deal with change and innovation is merely stated as opposed to explained * An explanation is given of how your own values **or** beliefs affect how you deal with change and innovation **but** not both * An explanation is given of how your own values and beliefs affect how you deal with change and innovation **but** the explanation is inappropriate or minimal | | * An explanation is given of how your own values **and** beliefs affect how you deal with change and innovation although the explanation may be limited | | | | | * A thorough and detailed explanation is given of how your own values **and** beliefs affect how you deal with change and innovation | |
| / 4  (min. of 2) | Pass or Referral |
| AC 2.2  Explain own responsibility to manage your personal behaviour, actions and words to reinforce an  innovation and change culture | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | | | **Good Pass [ca. 3/4]** | | **Assessor feedback on AC** | |
| * Own responsibility to manage your personal behaviour and/or actions and/or words to reinforce an innovation and change culture is merely stated as opposed to explained * An explanation is given of own responsibility to manage your personal behaviour or actions or words to reinforce an innovation and change culture but not all three * An explanation is given of own responsibility to manage your personal behaviour, actions and words to reinforce an innovation and change culture **but** the explanation is incorrect, inappropriate or minimal | | * An explanation is given of own responsibility to manage your personal behaviour and actions and words to reinforce an innovation and change culture although the explanation may be limited | | | | | * A thorough and detailed explanation is given of own responsibility to manage your personal behaviour and actions and words to reinforce an innovation and change culture which may be supported by relevant examples | |  | |
| / 4  (min. of 2) | Pass or Referral |
| AC 2.3  Explain the importance of being aware of other’s needs, feelings and motivations to minimise the resistance to change and innovation | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | | | **Good Pass [ca. 3/4]** | | **Assessor feedback on AC** | |
| * The importance of being aware of other’s needs and/or feelings and/or motivations to minimise the resistance to change and innovation is merely stated as opposed to explained * An explanation is given of the importance of being aware of other’s needs **or** feelings **or** motivations to minimise the resistance to change and innovation but not all three * An explanation is given of the importance of being aware of other’s needs, feelings and motivations to minimise the resistance to change and innovation **but** the explanation is incorrect, inappropriate or minimal | | * An explanation is given of the importance of being aware of other’s needs and feelings and motivations to minimise the resistance to change and innovation although the explanation may be limited | | | | | * A thorough and detailed explanation is given of the importance of being aware of other’s needs and feelings and motivations to minimise the resistance to change and innovation which may be supported by relevant examples | |  | |
| / 4  (min. of 2) | Pass or Referral |
| **Section comments** (optional): | | | | | **Verification comments** (optional): | | | | | | |
| **Learning Outcome / Section 3:** Understand the roles of different functions in supporting innovation and change | | | | | | | | | | | |
| **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** | |
| AC 3.1  Identify possible tasks of the innovator during the innovation process | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | **Good Pass [ca. 3/4]** | | | |  | |
| * Possible tasks of the innovator during the innovation process are not identified * Possible tasks of the innovator during the innovation process **but** are inappropriate or minimal | | * At least two possible tasks of the innovator during the innovation process are appropriately identified | | | * A range of possible tasks of the innovator during the innovation process are appropriately identified in detail | | | |
| / 4  (min. of 2) | Pass or Referral |
| AC 3.2  Explain the role of managers during the innovation process | **Referral [ca. 2/8]** | | **Pass [4/8]** | | | **Good Pass [ca. 6/8]** | | | | **Assessor feedback on AC** | |
| * The role of managers during the innovation process is merely stated as opposed to explained * An explanation is given of the role of managers during the innovation process **but** the explanation is incorrect, inappropriate or minimal | | * An explanation is given of the role of managers during the innovation process although the explanation may be limited | | | * A thorough and detailed explanation is given of the role of managers during the innovation process | | | |  | |
| / 8  (min. of 4) | Pass or Referral |
| AC 3.3  Explain the role of senior members of the organisation in defining the strategy for innovation and encouraging potential innovation activity | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | **Good Pass [ca. 3/4]** | | | | **Assessor feedback on AC** | |
| * The role of senior members of the organisation in defining the strategy for innovation and/or encouraging potential innovation activity is merely stated as opposed to explained * An explanation is given of the role of senior members of the organisation in defining the strategy for innovation **or** encouraging potential innovation activity but not both * An explanation is given of the role of senior members of the organisation in defining the strategy for innovation and encouraging potential innovation activity **but** the explanation is incorrect, inappropriate or minimal | | * An explanation is given of the role of senior members of the organisation in defining the strategy for innovation and encouraging potential innovation activity although the explanation may be limited or the role of senior members may be more implicit than explicit | | | * A thorough and detailed explanation is given of the senior members of the organisation in defining the strategy for innovation and encouraging potential innovation activity, the roles of the senior members being explicitly stated | | | |  | |
| / 4  (min. of 2) | Pass or Referral |
| **Section comments** (optional): | | | | | **Verification comments** (optional): | | | | | | |
| **Learning Outcome / Section 4:** Know how to develop a culture that supports the growth and implementation of ideas | | | | | | | | | | | |
| **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** | |
| AC 4.1  Describe how to encourage individuals to think innovatively and contribute ideas in the work place | **Referral [ca. 2/8]** | | **Pass [4/8]** | | | **Good Pass [ca. 6/8]** | | | |  | |
| * How to encourage individuals to think innovatively and contribute ideas in the work place is merely stated as opposed to described * A description is given of how to encourage individuals to think innovatively and contribute ideas in the work place **but** the description is incorrect, inappropriate or minimal * A description is given of how to encourage individuals to think innovatively **or** to contribute ideas in the work place **but not both** | | * A description is given of how to encourage individuals to think innovatively and contribute ideas in the work place although the description may be limited | | | * A thorough and detailed description is given of how to encourage individuals to think innovatively and contribute ideas in the work place | | | |
| / 8  (min. of 4) | Pass or Referral |
| AC 4.2  Explain the importance of giving constructive feedback to innovators in order to sustain their energy and input | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | **Good Pass [ca. 3/4]** | | | | **Assessor feedback on AC** | |
| * The importance of giving constructive feedback to innovators in order to sustain their energy and input is merely stated as opposed to explained * An explanation is given of the importance of giving constructive feedback to innovators in order to sustain their energy and input **but** the explanation is incorrect, inappropriate or minimal | | * An explanation is given of the importance of giving constructive feedback to innovators in order to sustain their energy and input , although the explanation may be limited | | | * A thorough and detailed explanation is given of the importance of giving constructive feedback to innovators in order to sustain their energy and input | | | |  | |
| / 4  (min. of 2) | Pass or Referral |
| AC 4.3  Explain how to provide the support and guidance needed to implement ideas | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | **Good Pass [ca. 3/4]** | | | | **Assessor feedback on AC** | |
| * How to provide the support and guidance needed to implement ideas is merely stated as opposed to explained * An explanation is given of how to provide the support **or** guidance needed to implement ideas but not both * An explanation is given of how to provide the support and guidance needed to implement ideas **but** the explanation is incorrect, inappropriate or minimal | | * An explanation is given of how to provide the support and guidance needed to implement ideas although the explanation may be limited | | | * A thorough and detailed explanation is given of how to provide the support and guidance needed to implement ideas | | | |  | |
| / 4  (min. of 2) | Pass or Referral |
| **Section comments** (optional): | | | | | **Verification comments** (optional): | | | | | | |
| **Learning Outcome / Section 5:** Understand the importance of risk management in creating a culture that supports creativity and innovation | | | | | | | | | | | |
| **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** | |
| AC 5.1  Describe how to recognise and manage risk in innovation | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | **Good Pass [ca. 3/4]** | | | |  | |
| * How to recognise and manage risk in innovation is merely stated as opposed to described * A description is given of how to recognise and manage risk in innovation **but** the description is incorrect, inappropriate or minimal * A description is given of how to recognise **or** manage risk in innovation **but not both** | | * A description is given of how to recognise and manage risk in innovation although the description may be limited | | | * A thorough and detailed description is given of how to recognise and manage risk in innovation | | | |
| / 4  (min. of 2) | Pass or Referral |

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| AC 5.2  Explain how to develop the organisational culture so that people are risk aware but prepared to take acceptable risks in undertaking activities | **Referral [ca. 2/8]** | | **Pass [4/8]** | | | **Good Pass [ca. 6/8]** | | **Assessor feedback on AC** | |
| * How to develop the organisational culture so that people are risk aware but prepared to take acceptable risks in undertaking activities is merely stated as opposed to explained * An explanation is given of how to develop the organisational culture so that people are risk aware but prepared to take acceptable risks in undertaking activities but the explanation is incorrect, inappropriate or minimal | | * An explanation is given of how to develop the organisational culture so that people are risk aware but prepared to take acceptable risks in undertaking activities although the explanation may be limited | | | * A thorough and detailed explanation is given of how to develop the organisational culture so that people are risk aware but prepared to take acceptable risks in undertaking activities which may example the typical risks involved | |  | |
| / 8  (min. of 4) | Pass or Referral |
| AC 5.3  Explain the importance of communicating information on identified risks to relevant people across the organisation | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | **Good Pass [ca. 3/4]** | | **Assessor feedback on AC** | |
| * The importance of communicating information on identified risks to relevant people across the organisation is merely stated as opposed to explained * An explanation is given of the importance of communicating information on identified risks to relevant people across the organisation **but** the explanation is incorrect, inappropriate or minimal | | * An explanation is given of the importance of communicating information on identified risks to relevant people across the organisation although the explanation may be limited or the roles of the relevant people may be more implicit than explicit | | | * A thorough and detailed explanation is given of the importance of communicating information on identified risks to relevant people across the organisation, the roles of the relevant people being made explicit | |  | |
| / 4  (min. of 2) | Pass or Referral |
| AC 5.4  Explain the need to comply with legal requirements, industry regulations, organisational policies and professional codes when dealing with innovation activity | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | **Good Pass [ca. 3/4]** | | **Assessor feedback on AC** | |
| * The need to comply with legal requirements, industry regulations, organisational policies and professional codes when dealing with innovation activity is merely stated as opposed to explained * An explanation is given of the need to comply with legal requirements **and/or** industry regulations **and/or** organisational policies **and/or** professional codes when dealing with innovation activity **but not all four** * An explanation is given of the need to comply with legal requirements, industry regulations, organisational policies and professional codes when dealing with innovation activity **but** the explanation is incorrect, inappropriate or minimal | | * An explanation is given of the need to comply with legal requirements and industry regulations and organisational policies and professional codes when dealing with innovation activity although the explanation may be limited | | | * A thorough and detailed explanation is given of the need to comply with legal requirements and industry regulations and organisational policies and professional codes when dealing with innovation activity and may include the consequences of non-compliance | |  | |
| / 4  (min. of 2) | Pass or Referral |
| **Section comments** (optional): | | | | **Verification comments** (optional): | | | | | |
| **Learning Outcome / Section 6:** Understand the important role of communication during the innovation process | | | | | | | | | |
| **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** | |
| AC 6.1  Explain the importance of establishing and communicating a clear and well understood vision of the future for your team and/or area of responsibility resulting from an innovation activity | **Referral [ca. 2/8]** | | **Pass [4/8]** | | | **Good Pass [ca. 6/8]** | |  | |
| * The importance of establishing and communicating a clear and well understood vision of the future for your team and/or area of responsibility resulting from an innovation activity is merely stated as opposed to explained * An explanation is given of the importance of establishing and communicating a clear and well understood vision of the future for your team and/or area of responsibility resulting from an innovation activity **but** the explanation is incorrect, inappropriate or minimal * An explanation is given of the importance of establishing **or** communicating a clear and well understood vision of the future for your team and/or area of responsibility resulting from an innovation activity **but not both** | | * An explanation is given of the importance of establishing and communicating a clear and well understood vision of the future for your team and/or area of responsibility resulting from an innovation activity although the explanation may be limited | | | * A thorough and detailed explanation is given of the importance of establishing and communicating a clear and well understood vision of the future for your team and/or area of responsibility resulting from an innovation activity | |
| / 8  (min. of 4) | Pass or Referral |
| AC 6.2  Explain the purpose of an elevator pitch to secure sponsorship for innovation ideas | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | **Good Pass [ca. 3/4]** | | **Assessor feedback on AC** | |
| * The purpose of an elevator pitch to secure sponsorship for innovation ideas is merely stated as opposed to explained * An explanation is given of the purpose of an elevator pitch to secure sponsorship for innovation ideas **but** the explanation is incorrect, inappropriate or minimal | | * An explanation is given of the purpose of an elevator pitch to secure sponsorship for innovation ideas although the explanation may be limited | | | * A thorough and detailed explanation is given of the purpose of an elevator pitch to secure sponsorship for innovation ideas | |  | |
| / 4  (min. of 2) | Pass or Referral |
| AC 6.3  Describe the key actions required when developing an effective business case promoting the benefits of an innovation idea in order to secure ongoing support from sponsors and the work team | **Referral [ca. 2/8]** | | **Pass [4/8]** | | | **Good Pass [ca. 6/8]** | | **Assessor feedback on AC** | |
| * The key actions required when developing an effective business case promoting the benefits of an innovation idea in order to secure ongoing support from sponsors and the work team is merely stated as opposed to described * A description is given of the key actions required when developing an effective business case promoting the benefits of an innovation idea in order to secure ongoing support from sponsors and the work team **but** the description is incorrect, inappropriate or minimal * Less than two key actions required when developing an effective business case promoting the benefits of an innovation idea in order to secure ongoing support from **both** sponsors and the work team are described * A description is given of the key actions required when developing an effective business case promoting the benefits of an innovation idea in order to secure ongoing support from sponsors **or** the work team **but not both** | | * A description is given of two or more key actions required when developing an effective business case promoting the benefits of an innovation idea in order to secure ongoing support from sponsors and the work team although the description may be limited | | | * A thorough and detailed description is given of a range of key actions required when developing an effective business case promoting the benefits of an innovation idea in order to secure ongoing support from sponsors and the work team | |  | |
| / 8  (min. of 4) | Pass or Referral |
| AC 6.4  Explain the importance of communicating outcomes of innovation activities to maintain momentum and interest | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | **Good Pass [ca. 3/4]** | | **Assessor feedback on AC** | |
| * The importance of communicating outcomes of innovation activities to maintain momentum and interest is merely stated as opposed to explained * An explanation is given of the importance of communicating outcomes of innovation activities to maintain momentum and interest **but** the explanation is incorrect, inappropriate or minimal | | * An explanation is given of the importance of communicating outcomes of innovation activities to maintain momentum and interest although the explanation may be limited | | | * A thorough and detailed explanation is given of the importance of communicating outcomes of innovation activities to maintain momentum and interest | |  | |
| / 4  (min. of 2) | 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:** | | | **Outcome** (*delete as applicable*): **PASS / REFERRAL** | | | **Signature of QA:**  **Date of QA check:** | |