**MARK SHEET –Developing and leading teams to achieve organisational goals and objectives**

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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 the importance of leading teams to achieve organisational goals and objectives | | | | | | | | | | | | | |
| **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 1.1  Assess the effectiveness of own organisation in measuring team performance against organisational goals and objectives | **Referral [ca. 8/32]** | | **Pass [*16/32*]** | | | **Good Pass [*ca. 24/32*]** | | | | |  | | |
| * The effectiveness of own organisation in measuring team performance against organisation goals is not addressed, or is incorrectly addressed * How own organisation measures team performance against organisational goals is merely described with no assessment or judgement being made as to effectiveness | | * Relevant criteria are used to assess and make a judgement on the effectiveness of own organisation in measuring team performance against organisation goals, although the criteria and/or evidence may be limited | | | * Relevant and detailed criteria are used to assess and make a judgement on the effectiveness of own organisation in measuring team performance against organisation goals that is based on comprehensive evidence | | | | |
| / 32  (min. of 16) | | Pass or Referral |
| AC 1.2  Evaluate the role of leadership in helping teams to achieve organisational goals and objectives | **Referral [ca. 7/28]** | | **Pass [*14/28*]** | | | **Good Pass [*ca. 21/28*]** | | | | |  | | |
| * The role of leadership in helping teams to achieve organisational goals and objectives is not addressed or is incorrect * The role of leadership in helping teams to achieve organisational goals and objectives is merely described with no research and/or relevant management theory used to evaluate the role of leadership to reach a conclusion(s) | | * Research and/or relevant management theory is used appropriately to evaluate and reach a conclusion(s) as to the role of leadership in helping teams to achieve organisational goals and objectives, although the evaluation may be limited by the quality of the research and/or choice of management theory | | | * Detailed current research and/or current and relevant management theory is used appropriately to evaluate and reach a conclusion(s) as to the role of leadership in helping teams to achieve organisational goals and objectives | | | | |
| / 28  (min. of 14) | | Pass or Referral |
| **Section comments** (optional): | | | | | **Verification comments** (optional): | | | | | | | | |
| **Learning Outcome / Section 2:** Be able to develop and lead teams | | | | | | | | | | | | | |
| **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 2.1  Critically review own ability to develop and lead teams to achieve organisational goals and objectives | **Referral [ca. 7/28]** | | **Pass [*14/28*]** | | | **Good Pass [*ca. 21/28*]** | | | | |  | | |
| * No critical review of own ability has been undertaken, or: * The review is not sufficiently focused on own ability to develop and lead teams to achieve organisational goals and objectives * the review is descriptive and/or subjective * insufficient evidence has been gathered to provide a meaningful critical review * the review has not made recommendations for further actions | | * An evidence-based critical review makes realistic and practical recommendations for further actions and is focused on own ability to develop and lead teams to achieve organisational goals and objectives, although the critical review may be based on limited sources of evidence and may contain value judgements that weaken the case for the level of ability claimed | | | * An objective and evidence-based critical review makes realistic and practical recommendations for further actions that are focused on own ability to develop and lead teams to achieve organisational goals and objectives * A wide variety of appropriate sources present an objective and balanced overview of the evidence and confirms the level of ability claimed | | | | |
| / 28  (min. of 14) | | Pass or Referral |
| AC 2.2  Implement changes to own leadership style in order to more effectively develop and lead teams | **Referral [ca. 3/12]** | | **Pass [*6/12*]** | | | **Good Pass [*ca. 9/12*]** | | | | |  | | |
| * No evidence is provided that changes have been implemented, or are being implemented, to own leadership style in order to more effectively develop and lead teams, or the changes are not based on the critical review | | * Implicit or limited explicit evidence is provided that changes based on the critical review have been implemented, or are being implemented, to own leadership style in order to more effectively develop and lead teams | | | * Comprehensive explicit evidence is provided that changes based on the critical review have been implemented, or are being implemented, to own leadership style in order to more effectively develop and lead teams | | | | |
| / 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:** | | | |