**MARK SHEET – DEVELOPING your leadership styles**

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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 outcomes of effective leadership  |
| **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 1.1Evaluate the importance of performance and engagement with followers in an organisation | **Referral [*2/8*]** | **Pass [*4/8*]** | **Good Pass [*6/8*]** |  |
| * The importance of only performance or only engagement with followers in an organisation has been evaluated
* The importance of performance and engagement with followers in an organisation has been evaluated but the evaluation has been based on inappropriate criteria or is incomplete
* The importance of performance and/or engagement with followers in an organisation has been merely described or stated with no evaluation to provide conclusions or recommendations
 | * The importance of performance and engagement with followers in an organisation has been evaluated using a subjective or partial evidence base to provide limited conclusions or recommendations
 | * The importance of performance and engagement with followers in an organisation has been evaluated using a wide range of objective evidence to provide meaningful, comprehensive and appropriate conclusions or recommendations
 |
| / 8(min. of 4) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 2:** Be able to assess own leadership styles  |
| **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 2.1Review own leadership styles by using a diagnostic  | **Referral [*2/8*]** | **Pass [*4/8*]** | **Good Pass [*6/8*]** |  |
| * Own leadership styles are not reviewed by using a diagnostic, or the diagnostic is inappropriate, or the outcomes of the review are insufficient to provide a meaningful judgement
 | * Leadership styles are reviewed by using a diagnostic to form a meaningful judgement, although the review is limited in detail or depth
 | * Leadership styles are reviewed by using a diagnostic to form a meaningful and comprehensive judgement with good detail and depth
 |
| / 8(min. of 4) | Pass or Referral |
| AC 2.2Assess the effectiveness of own leadership styles | **Referral [*2/8*]** | **Pass [*4/8*]** | **Good Pass [*6/8*]** |  |
| * The effectiveness of own leadership style is not assessed, or the assessment is inappropriate, or leadership styles are merely described with no assessment as to their effectiveness
 | * The effectiveness of own leadership styles is assessed, yet the evidence base for the assessment is mainly subjective and/or the assessment criteria are limited or unclear
 | * The effectiveness of own leadership styles is assessed using a wide and objective evidence base and clear criteria
 |
| / 8(min. of 4) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional):  |
| **Learning Outcome / Section 3:** Understand the implications of own leadership styles for self and for leadership within own 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 3.1Using the self-assessment of own leadership styles activity described in assessment criteria 2.1 and 2.2, evaluate the implications for self and own organisation | **Referral [3/12]** | **Pass [6/12]** | **Good Pass [9/12]** |   |
| * Implications for self and/or own organisation are not evaluated, or the evaluation is inappropriate, or the implications are evaluated without correctly using the self-assessment of own leadership styles activity
* Implications for self or organisation are evaluated, but not both
* Implications are merely described with no evaluation to provide conclusions or recommendations
 | * The implications for both self and own organisation are evaluated making limited use of the self-assessment of own leadership styles activity to provide meaningful but limited conclusions or recommendations
 | * The implications for both self and own organisation are evaluated making full use of the self-assessment of own leadership styles resulting in meaningful, comprehensive and appropriate conclusions and recommendations
 |
| / 12(min. of 6) | Pass or Referral |
| AC 3.2Evaluate the impact of changes in the situation on the effectiveness of the adopted style  | **Referral [3/12]** | **Pass [6/12]** | **Good Pass [9/12]** |  |
| * The impact of changes in the situation on the effectiveness of the adopted style is not evaluated, or the impact is merely described with no evaluation to provide a meaningful conclusion or recommendations
* Only one change in the situation is evaluated or the changes in situation are unclear or too similar to be able to draw meaningful conclusions or recommendations
 | * The impact on the effectiveness of the adopted style of two or more appropriate changes in the situation is evaluated to provide limited conclusions or recommendations, although the evidence base employed may be largely subjective or partial
 | * The impact on the effectiveness of the adopted style of two or more appropriate changes in the situation is evaluated using a wide range of objective evidence to produce appropriate conclusions or recommendations
 |
| / 12(min. of 6) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 4:** Be able to assess own leadership behaviour, in terms of the factors which determine effective leadership  |
| **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 4.1Evaluate the factors which impact on leadership effectiveness | **Referral [3/12]** | **Pass [6/12]** | **Good Pass [9/12]** |  |
| * The factors which impact upon leadership effectiveness are not evaluated, or only one factor is evaluated, or the factors are merely described with no evaluation to provide a meaningful conclusion or recommendations
 | * Two or more factors which impact upon leadership effectiveness are evaluated to provide limited conclusions or recommendations, although the evidence base employed may be largely subjective or partial
 | * Two or more factors which impact upon leadership effectiveness are evaluated using a wide range of objective evidence to produce appropriate conclusions or recommendations
 |
| / 12(min. of 6) | Pass or Referral |
| AC 4.2Assess own leadership behaviour in terms of these factors | **Referral [3/12]** | **Pass [6/12]** | **Good Pass [9/12]** |  |
| * Own leadership behaviour is not assessed in terms of the factors which impact upon leadership effectiveness, or the assessment is inappropriate, or leadership behaviour is merely described with no assessment using appropriate criteria to make a judgement
 | * Own leadership behaviour is assessed in terms of the factors which impact upon leadership effectiveness to provide a judgement, although the evidence base for the assessment is mainly subjective and/or the assessment criteria are limited or unclear
 | * Own leadership behaviour is assessed in terms of the factors which impact upon leadership effectiveness using a wide and objective evidence base and clear criteria to provide a well-reasoned judgement
 |
| / 12(min. of 6) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 5:** Understand how to develop own leadership style and effectiveness  |
| **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 5.1Produce an action plan for developing own leadership style and effectiveness | **Referral [4/16]** | **Pass [8/16]** | **Good Pass [12/16]** |  |
| * An action plan for developing own leadership style and effectiveness is not produced, or is produced for only leadership style ***or*** effectiveness, but not for both
 | * An action plan is produced for developing both own leadership style and effectiveness including priorities and timescales
 | * An action plan is produced for developing both own leadership style and effectiveness including priorities, timescales, resources, and responsibilities
 |
| / 16(min. of 8) | Pass or Referral |
| AC 5.2Explain the benefits of implementing the action plan | **Referral [1/4]** | **Pass [2/4]** | **Good Pass [3/4]** |  |
| * The benefits of implementing the action plan are not explained or are simply described or listed
 | * Two or more benefits of implementing the action plan are explained in reasonable detail
 | * Two or more benefits of implementing the action plan are fully explained
 |
| / 4(min. of 2) | Pass or Referral |
| AC 5.3Explain how you will monitor and evaluate the action plan | **Referral [2/8]** | **Pass [4/8]** | **Good Pass [6/8]** |  |
| * An explanation is given of how only monitoring or only evaluation of the action plan is to be undertaken
 | * A clear explanation of how the action plan is to be monitored and evaluated is given
 | * A detailed explanation of the techniques to be used to monitored and evaluated action plan is given
 |
| / 8(min. of 4) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
|  | **/ 100** | **TOTAL MARKS** |

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| **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:** |