

MARK SHEET – Understanding leadership

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: <input type="checkbox"/>
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Learning Outcome / Section 1: Understand leadership styles				
Assessment Criteria (AC)	Sufficiency Descriptors <i>[Typical standard that , if replicated across the whole submission, would produce a referral, borderline pass or good pass result]</i>			Assessor feedback on AC
	Referral [ca. 6/24]	Pass [12/24]	Good Pass [ca. 18/24]	
AC 1.1 Describe the factors that will influence the choice of leadership styles or behaviours in workplace situations	<ul style="list-style-type: none"> The factors that will influence the choice of leadership styles or behaviours in workplace situations is merely stated as opposed to described A description is given of the factors that will influence the choice of leadership styles or behaviours but the description is incorrect, inappropriate or minimal or is not related to workplace situations Only one factor is described that will influence the choice of leadership styles or behaviours in workplace situations 	<ul style="list-style-type: none"> A correct and appropriate description is given of two or more factors that will influence the choice of leadership styles or behaviours in workplace situations although the description may be limited and the links to workplace situations may be more implicit than explicit 	<ul style="list-style-type: none"> A thorough and detailed description is given of a range of factors that will influence the choice of leadership styles or behaviours explicitly related to workplace situations 	

				/ 24 (min. of 12)	Pass or Referral
AC 1.2 Explain why these leadership styles or behaviours are likely to have a positive or negative effect on individual and group behaviour	Referral [ca. 6/24]	Pass [12/24]	Good Pass [ca. 18/24]	Assessor feedback on AC	
	<ul style="list-style-type: none">Why the leadership styles or behaviours referred to in AC 1.1 are likely to have a positive or negative effect on individual and/or group behaviour is merely stated as opposed to explainedAn explanation is given of why the leadership styles or behaviours referred to in AC 1.1 are likely to have a positive or negative effect on individual and/or group behaviour but the explanation is incorrect, inappropriate or minimalAn explanation is given of why the leadership styles or behaviours referred to in AC 1.1 are likely to have a positive or negative effect on individual or group behaviour but not both	<ul style="list-style-type: none">A correct and appropriate explanation is given of why the leadership styles or behaviours referred to in AC 1.1 are likely to have a positive or negative effect on individual and group behaviour although the explanation may be limited	<ul style="list-style-type: none">A thorough and detailed explanation is given of why the leadership styles or behaviours referred to in AC 1.1 are likely to have a positive or negative effect on individual and group behaviour and may be supported by appropriate work based examples or illustrations		
				/ 24 (min. of 12)	Pass or Referral
Section comments (optional):		Verification comments (optional):			
Learning Outcome / Section 2: Understand leadership qualities and review own leadership qualities and potential					
Assessment Criteria (AC)	Sufficiency Descriptors <i>[Typical standard that , if replicated across the whole submission, would produce a referral, borderline pass or good pass result]</i>			Assessor feedback on AC	

	Referral [ca. 7/28]	Pass [14/28]	Good Pass [ca. 21/28]		
	<ul style="list-style-type: none"> • Own leadership behaviours and/or potential in the context of a particular leadership model and/or own organisation's working practices and/or culture, using feedback from others are described or explained as opposed to assessed • An assessment is made of own leadership behaviours and potential based on feedback from others and in the context of a particular leadership model and own organisation's working practices and culture but the assessment is inappropriate or minimal • An assessment is made of own leadership behaviours and potential but is not based on feedback from others and/or is not in the context of a particular leadership model and/or own organisation's working practices and culture 	<ul style="list-style-type: none"> • An appropriate assessment is made of own leadership behaviours and potential clearly based on feedback from others, and in the context of both a particular leadership model, and also of own organisation's working practices and culture, although the assessment may be limited and/or the context of a particular leadership model and/or own organisation's working practices and culture may be more implicit than explicit 	<ul style="list-style-type: none"> • A thorough and detailed assessment is made so as to form a judgement of own leadership behaviours and potential explicitly based on feedback from others and clearly in the context of a particular leadership model and own organisation's working practices and culture 		
AC 2.1 Assess own leadership behaviours and potential in the context of a particular leadership model and own organisation's working practices and culture, using feedback from others				/ 28 (min. of 14)	Pass or Referral

AC 2.2 Describe appropriate actions to enhance own leadership behaviour in the context of the particular leadership model	Referral [ca. 6/24] <ul style="list-style-type: none"> • Appropriate actions to enhance own leadership behaviour in the context of the particular leadership model referred to in AC 2.1 are merely listed or stated as opposed to described • A description is given of the appropriate actions to enhance own leadership behaviour in the context of the particular leadership model referred to in AC 2.1 but the description is inappropriate or minimal • A description is given of the appropriate actions to enhance own leadership behaviour but is not in the context of the particular leadership model referred to in AC 2.1 • Only one appropriate action to enhance own leadership behaviour is described 	Pass [12/24] <ul style="list-style-type: none"> • An appropriate description is given of two or more appropriate actions to enhance own leadership behaviour in the context of the particular leadership model referred to in AC 2.1 although the description may be limited 	Good Pass [ca. 18/24] <ul style="list-style-type: none"> • A thorough and detailed description is given of a range of appropriate actions to enhance own leadership behaviour explicitly related to the particular leadership model referred to in AC 2.1 	Assessor feedback on AC		
					/ 24 (min. of 12)	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: