Technical Advisor – Assistance Documentation

520 Assessing your own leadership capability and performance	Additional notes to help with unit 8607-520
AC 1.1 Review the prevailing leadership styles in the organisation	**Review** means overall, how well does this work, and what may need to be done about it? In this criterion you need to make a **judgement** about the most common leadership styles in the organisation. There should be a combination of **evidence** and use of **theoretical model(s)** such as Hersey & Blanchard Goleman or McGregor – (but there are many more), to support the review. As the criteria states Leadership Styles (plural) at least 2 styles should be identified (look at the whole organisation not just senior levels) stating how you know these are the main styles. Now you need to look at how effective they are in the organisation. What works well and why does it work well? What does not work well and why? The review should be **evidence based** and informed by the application of **relevant theories**. A **judgement** based on the evidence and theories as to how these styles work should be provided.
AC 1.2 Assess the impact of the prevailing leadership styles on the organisation's values and performance	**Assess means** Is this to the required standard? Examining a topic and making a **judgement**, based on **standard** criteria. An assessment will judge each element individually. An assessment does not consider any causal factors but focuses primarily on impact or outcomes. The organisations values should be clearly identified. Required/expected performance should also be identified, this could be linked to financial performance (KPIs), staff engagement, productivity etc. These will be the **standard** that you assess against. Taking the leadership styles identified in AC 1.1, assess the effect that each has on the achievement of the **standards** You could use evidence such as profits, staff retention, employee surveys, customer feedback,

	performance reviews or any relevant evidence base. Make sure you include a concluding **judgement**
AC2.1 Assess own ability to apply different leadership styles in a range of situations	**Assess (see above)** Identify your 'go to' leadership style(s) Provide examples of when you have used different styles in differing situations with different people e.g. managing teams in differing areas, direct reports with different competence and knowledge. You need to **assess** yourself against a **standard.** The **criteria** you use will vary but will link back to your own organisational goals, values or mission, culture or even policies in some way, and may include: • Encourages and supports colleagues • Provides constructive feedback to develop and grow others • Understands organisational strategy • Ability to communicate goals and values • Communicates what is required in order to effectively achieve strategy • Motivates and builds commitment • Uses emotional intelligence to gain commitment from others • Responsibility, care for others and deliver customer expectation • Teamwork – working together • Excellence, shares passion to be better every day in all things done • Health & Safety • Operational efficiency In order to satisfy the **range of situations** you need to include at least 3 situations **and make reference to explicit evidence** e.g. 360 degree and feedback from staff or leadership surveys. The evidence usually will include a questionnaire that you have made up yourself for use with your staff and it can be based on style of leadership used e.g. Hersey and Blanchard, McGregor Goleman. You will outline what you are going to use as your **evidence** to support **assessment** of your own

	ability, this evidence should be summarised and copies put in appendices Please remember to draw a **conclusion** on own ability and include the **objective** evidence to support that conclusion.
AC2.2 Assess own ability to communicate the organisation's values and goals to staff in own area	**Assess means – see above** Identify how you currently communicate your organisation's values and goals. You need to **assess** yourself against a **standard.** The **criteria** you use will vary but will link back to your own organisation's values or mission, culture or even policies in some way. Consider your ability to use both **techniques** and **behaviors** in order to communicate organisational values and goals. Criteria may include • Shows respect • Has passion and purpose • Works together • Thinks ahead • Delivers on promises • Uses two-way communication and actively listens • Outlines direction for the team, what needs to be done and by when • Checks understanding The **assessment** should link directly to strategic objectives for organisation/department/team and **assess** how these are communicated e.g. team meetings, project work, acting as role model, presentations and briefings, listening, teamwork targets. Feedback on own performance may also be included in a questionnaire survey (as set out in 2.1 above) with key comments outlined in the main body and copies in appendices. Remember to draw a conclusion which makes a **judgement** on your ability to communicate the **organisation's values and goals.**

AC2.3 Assess own ability to motivate others and build commitment to the organisation's values and goals	**Assess means – see above** Identify how you currently motivate your team and build commitment to the **organisation's values and goals** You need to **assess** yourself against a **standard.**
	The criteria you will use is likely to be a motivational theory e.g. Hertzberg, Maslow, McClelland which should be outlined and linked with work-based examples to explain how it could **impact** the team/individuals and builds commitment to the **organisations values and goals**.
	A motivational grid may be used to outline factors you consider important and that motivate others to engage and commit e.g. job content, job security, personal life including working hours, relationship with group/team, recognition.
	Examples of how you apply this should be provided e.g. 1-2-1 meetings, supervision, data you check e.g. absence, and statistics from engagement staff surveys that can support, coaching conversations, problem solving meetings, team building, decision making power, delegation, empowerment.
	In questionnaires to the team, some learners use the four criteria from Maslow e.g. How many of the team have their basic needs met by the leader, how many were confident of their individual contributions, how many are satisfied with the team and work the leader provides them to do, how many are satisfied with the leader provided opportunity for growth.
	Assessment of your own ability will be made based on this survey and analysis of the results should be provided with key comments outlined in the main body and copies in appendices.
	Drawing on the results of these surveys of both communication and motivation you now need to **assess** your ability to engage with your team to commit to **organisational values and goals**.
	Remember to draw a conclusion which makes a **judgement** on your ability to motivate and build

	commitment to the **organisation's values and goals.**
AC 3.1 Justify the most effective leadership style to motivate staff in own area, to achieve the organisation's values and goals	**Justify means -** Why do it? Present an argument for a particular action or choice. Will usually imply some form of assessment or analysis and may be linked with one or other action. You will **identify** which one style is most suitable to motivate staff within your area to achieve the **organisations values and goals.** The focus should be on **one style** which does not mean others will not be used but which will be the most effective to motivate your staff to achieve both the **organisations values and its goals**. The rationale should be a persuasive argument using **objective evidence** drawn from sections 1 and 2 above to support the argument for a particular leadership style. Why will the style motivate staff? How will it drive them to achieve the values and goals? What is the evidence to support the rationale presented?
AC 3.2. Implement the most effective leadership style in order to motivate staff in own area to achieve the organisation's values and goals	This criterion is focused on taking the style identified in AC 3.1 and then implementing it within your area. Provide a narrative and include **evidence** which could be in the form of extracts from meetings, minutes, e-mails, witness testimony or any documentation which demonstrates the style from AC 3.1 being implemented within your area.