ILM Level 7 Award in Leadership and Management Unit Guidance

**Unit 8617-703 Developing Strategic Leadership and Management Capability**

**Please read through this document in detail before starting the assessment.**

**Unit Purpose and Aims:** To develop the cognitive and behavioural skills necessary to undertake a strategic investigation into senior leadership and management in a given context by utilising strategic leadership and management approaches.

**Community of practice**: the learner should engage with a community of practice from the outset to get the most benefit to support their investigation.

**Level 7 study:** you will be expected to use recognised models and/or theories relevant to your enquiry; you would be expected to justify your choice of models and any adaptation you have made to them.

***Although each assessment criteria (AC) is shown separately, you may be able to use a piece of evidence to cover more than one AC.***

**Learning outcome one**

**Understand the context of senior leadership and management**

AC 1.1 Analyse the strategic context of a learner specified organisation using theoretical approaches appropriate to Level 7

* Undertake an analysis of your own organisational strategic context using at least two theoretical approaches. At level 7 you would be expected to justify your choice of models and any adaptation you have made to them.

*You could present the information with diagrams, slides, short report etc.*

AC 1.2 Identify the espoused strategic leadership and management capabilities in the context of the learner specified organisation

* Using evidence, identify the strategic leadership and management capabilities that are desired in your organisation?

Evidence may be in the form of organisational job descriptions, strategy documents, values statement, internal management handbooks etc.

*You could present the information by podcast, webinar, slides, recording etc.*

AC 1.3 Critically evaluate the congruence of leadership and management actions with espoused capabilities in the specified context

* Consider and explain how the desired capabilities are put into practice by leaders and critically evaluate the differences between the espoused capabilities and the actual behaviours.

At level 7 you would be expected to offer possible explanations for any differences or where there is a high degree of congruence explain why this is so.

*You could present this as a summary report, webinar, podcast, recording or slide show with voice over etc.*

**Learning outcome two**

**The learner will: be able to design an investigation and implementation plan of relevance to leadership and management**

AC 2.1 Undertake an investigation of relevance to leadership and management with data gathered from a variety of sources in order to meet own **or** organisation’s needs

**Either**

* Choose an area of L&M in your organisation that you wish to understand further and undertake an investigation into this (you should consider your stakeholders needs in your choice of topic). Identify areas for improvement or development.

**Or**

* Gather information about your own management and leadership knowledge, capability and behaviour using a range of tools such as: information from appraisals; informal and formal feedback from your line manager, colleagues, those that report to you and 360 etc. Use this information to identify your development needs in line with stakeholder needs.

*This could be presented as a summary report, webinar, podcast, recording or slide show with voice over etc.*

AC. 2.2 Using the results of the investigation in 2.1 formulate a robust plan for the leadership and/or management of self **or** organisation in the specified context taking account of the needs of specified stakeholders

* Based on your findings from Ac 2.1, develop a robust plan for improvement, taking account of your organisational context and stakeholder needs.

*An organisational improvement plan* ***or*** *Professional Development plan for your own development could be used here, along with a relevant stakeholder needs analysis table.*

AC 2.3 Critically evaluate the sources of information and development available to senior leaders and managers including professional network(s) and how they might inform the investigation

* What sources of information and development opportunities are available to senior leaders and managers to support Leadership & Management development?
* Critically evaluate their usefulness for developing leaders and managers.
* How useful are these sources in informing your investigation or plan above.

*This could be presented in a detailed table but remember to critically evaluate the information you present*

**Learning Outcome three**

**The learner will be able to implement and evaluate the results of the investigation**

AC 3.1 Demonstrate how engagement with a professional network has impacted your own thinking with regard to leadership and management

* Participate in or attend three activities within a professional network.
* Demonstrate how this has impacted on your thinking with regards to leadership and management.

Events may range from workhops, brown-bag lunches, peer discussions, action learning sets, online discussions, webinars, formal networking events or similar.

*Demonstration could be an example of how you think differently about doing things differently in the workplace and could be presented orally or in writing.*

AC 3.2 Critically evaluate the impact of the implementation of at least part of the plan detailed in 2.2

* Have you achieved any of the objectives of your plan so far? What has been the impact so far – how well is it working, what needs to be done to improve it?

At level 7, you would be expected to use concepts and theories in your evaluation.

*This could be in the form of a slide show, progress report, webinar, podcast etc. that you can then use to demonstrate evidence for the final activity below.*

AC.3.3 Communicate the impact of the investigation using appropriate media to specified stakeholders

* Demonstrate how you have communicated the impact of your investigation to specified stakeholders.

*This could be a short slide show, progress report, webinar, podcast etc.*