

Unit Title:	Provide leadership and direction for own area of responsibility
OCR unit number	426
Sector unit number:	T/600/9601
Level:	4
Credit value:	5
Guided learning hours:	30

Unit purpose and aim

This unit aims to provide the candidate with the ability to recognise and own strengths within own area of responsibility and to use these provide leadership to the team in achieving required goals. The candidate will also gather appropriate feedback from team members which, together with own reflection on leadership of the team, will lead to enhancement in the performance of the team and the individual.

Learning Outcomes	Assessment Criteria	Exemplification
1 Be able to lead in own area of responsibility	1.1 Identify own strengths and ability to lead in a leadership role 1.2 Evaluate strengths within own area of responsibility	This may include: <ul style="list-style-type: none">• The leadership qualities required for their particular area of responsibility• An appropriate tool to analyse the strengths and areas for improvement in their own leadership style• How to use identified tool to record and analyse own strengths and areas for improvement in leading own area of responsibility
2 Be able to provide direction and set objectives in own area of responsibility	<ul style="list-style-type: none">• Outline direction for own area of responsibility• Implement objectives with colleagues that align with those of the organisation	This may include : <ul style="list-style-type: none">• The goals for own area of responsibility which support the organisational goals and objectives.• How to use the SMART approach to identify objectives which will deliver the organisational requirements.• How to present the objectives and associated plans to colleagues in order to ensure their support during implementation.
3 Be able to communicate the direction for own area of	3.1 Communicate the agreed direction to individuals	This may include : <ul style="list-style-type: none">• How to create and execute

responsibility and collect feedback to inform improvement	within own area of responsibility 3.2 Collect feedback to inform improvement	the final plan. <ul style="list-style-type: none"> • The actual achievements against the key performance indicators identified. • How to use feedback from individuals on progress to further refine the plan to ensure that organisational goals are met.
4 Be able to assess own leadership performance	<ul style="list-style-type: none"> • Assess feedback on own leadership performance • Evaluate own leadership performance 	This may include : <ul style="list-style-type: none"> • How to collect feedback from a range of individuals, for example, 360 appraisals. • The possible difficulties which may arise in achieving objectives in own area of responsibility. • What should be considered when reflecting on own leadership performance in delivering the objectives of area of responsibility

Assessment

This unit is centre assessed and externally verified. In order to achieve the unit you must produce a portfolio of evidence which, on request, will need to be made available to the OCR external verifier. Portfolios of work must be produced independently and Centres must confirm to OCR that the evidence is authentic. An OCR Centre Authentication form is provided in the Centre Handbook and includes a declaration for assessors to sign. It is a requirement of the Ofqual Common Criteria for all Qualifications that proof of authentication is received.

Evidence requirements

In order to achieve this unit you must demonstrate that you have met all of the stated learning outcomes and assessment criteria. Your assessor must be able to observe you in the workplace or you must provide tangible evidence of your real work activities. Simulation is not allowed for this unit.

Guidance on assessment and evidence requirements

Candidates are encouraged to use evidence, where appropriate across a number of units to reduce repetition, in consultation with their assessors. **For this unit it is expected that your evidence will include witness testimony or some other form of feedback on your performance from both those to whom you report and those that report to you** (except if you do not report to anyone, for example, if you own the organisation). Further examples of possible sources of evidence are shown below but this is not a definitive list nor are the examples shown mandatory:

Reports created for the organisation,

- Plans to achieve local goals and objectives

- Appraisals and associated forms (including 360 degree appraisal, if used within the organisation).
- Reviews of KPIs and actual against planned achievement.

In addition, evidence can be sought in a number of ways, when it is not available through normal work or where ephemeral evidence such as that of behaviour is required, these methods may include:

- Witness testimonies from colleagues, managers and subordinates
- observations of tasks and interactions with others
- case studies where the candidate explains and reflects upon specific events which demonstrate competence, where current evidence is not available.
- Professional discussions where the candidate explains the rationale for a particular approach to the assessor.

This is a level four unit and thus the candidate must demonstrate complex skills and knowledge, often covering more than one element of the assessment criteria. The ability to recognise and develop competence across these criteria is to be encouraged but it does mean that reports, whilst aiming for succinctness and clarity of thought will need to be of sufficient depth and breadth to meet the level four standard. Minutes of meetings must demonstrate that the candidate's contribution is significant and contributes to the meeting of assessment criteria and be easily identifiable within the document.

Digital evidence such as recordings of meetings, photographs, scanned documents are also permitted.

Details of relationship between the unit and national occupational standards

Management and Leadership NOS unit B6, Provide leadership in your area of responsibility.

Resources

Stationery, USB drive or a CD-rom.

Access to photocopier, PC and printer is desirable but not essential.

Access to sources of under-pinning knowledge such as websites, books, journals, etc, might be of help, but you are not expected to reproduce other people's written work.

- GOLD, J. THORPE, R. and MUMFORD, A. (April, 2010) *Leadership and Management Development*. ISBN: 1843982447
- <http://www.dalecarnegie.com/kc/>
- [http://www. What-are-good-leadershipskills.com](http://www.what-are-good-leadershipskills.com) (2010)
- MacBeath, J. (ed) (2008) *Connecting Leadership and Learning: Principles for Practice*
- Northouse G., (2009) *Leadership: Theory and Practice* [Paperback]

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications*' (A850).