

RAF OTA RIOT

Completion Pack May 2021 Version 1

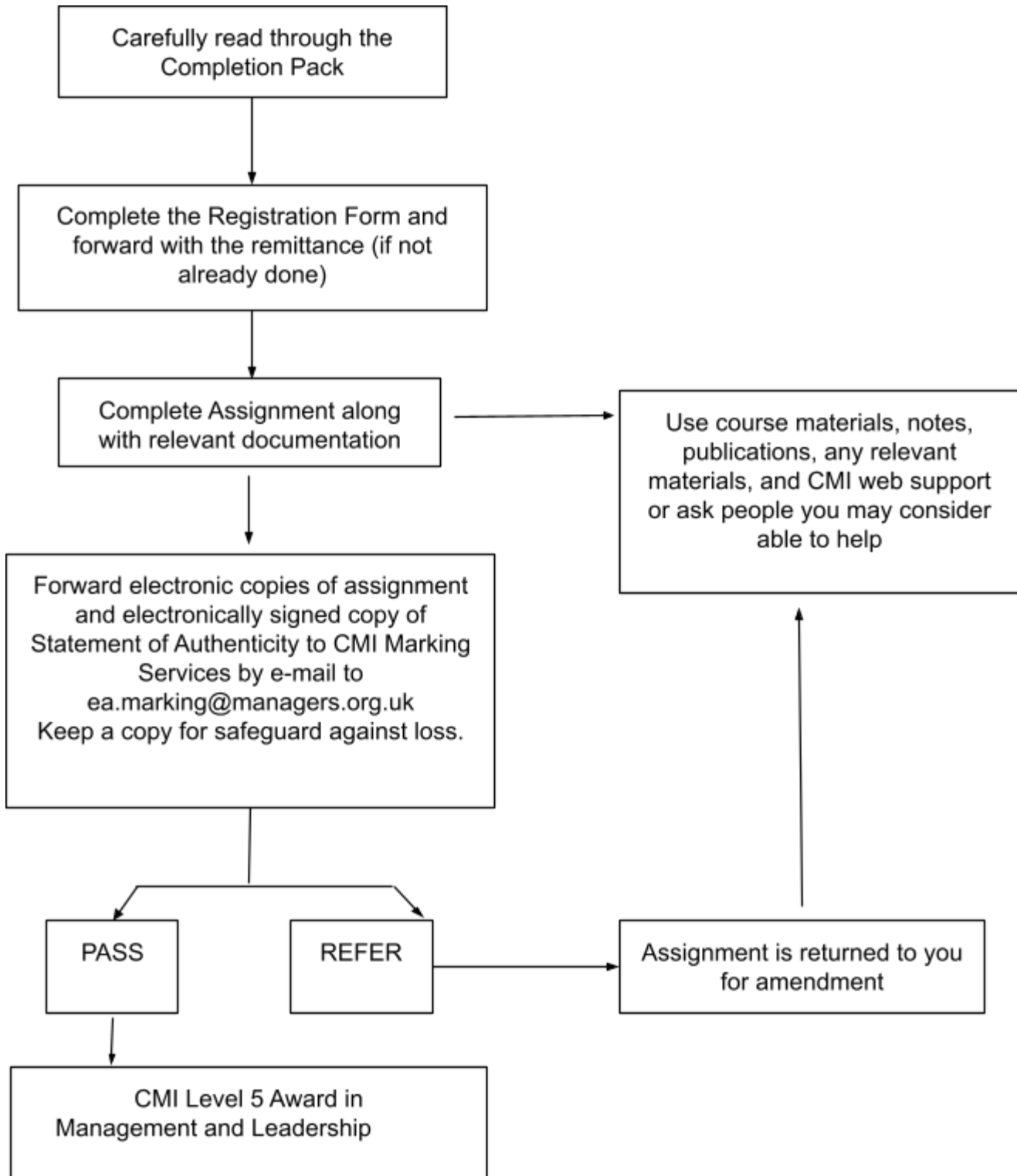
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COMPLETION PROCESS OVERVIEW - QUALIFICATION



INTRODUCTION

The Chartered Management Institute (CMI) has undertaken detailed mapping of your course with a view to recognising them against regulated professional qualifications. CMI has fully recognised that your course meets some of the requirements for the CMI Level 5 Award in Management and Leadership Qualification.

- The CMI Level 5 Award in Management and Leadership comprises one of the following unit 526 that total to the minimum of 40 TQT/minimum of 4 credits.

To acquire the CMI Level 5 Award in Management and Leadership, you must complete and submit the following assignment (526), comprising a number of tasks, and contained in this completion pack.

The qualifications are immediately transferable to, and acknowledged by, the civilian business world as a benchmark qualification expected for a management position. The qualifications are commended to all students as an extremely valuable addition to your in-service qualifications.

Note that you have 12 months to submit your external assignments for marking. It is very important that you contact CMI by telephone: +44 (0) 1536 207496 before this time if you are encountering difficulties (see below).

If there is no contact, CMI will default for you to receive the Recognised Status. There are no refunds for lapsed candidates.

SUPPORT FOR GAINING CMI QUALIFICATIONS

This CMI qualification Completion Pack provides you with the support information you need for the External Assignment.

For the duration of your qualification programme you receive complimentary 'Affiliate Membership' of CMI, enabling you to access a wide range of support material on the CMI website and ManagementDirect. If you are already a member you cannot claim a refund of membership fees.

NOTE: If you have not previously registered on the CMI Website you now need to do so using the information contained in your CMI Welcome Letter.

We ask where possible for you to access on personal devices and networks to prevent any issues with MOD security and firewalls.

How do I get started and access my learning resources?

1. Click [here](#) to set your password
2. Follow the on-screen instructions
3. Click [here](#) to access ManagementDirect
4. Username is the email as registered with CMI

Once logged in to ManagementDirect, use the following steps to access support for:

Unit 526

- Opening Screen - Click on Qualification Support* for Level 5 Award in Managing Equality, Diversity and Inclusion.
- Next Screen - Click View Qualification
- Next Screen - Scroll to find Unit 526
- Select 'Mapped Resources to Learning Outcomes (LOs)' or Key Resources

Between the LOs there are links to 'View Resources'. By 'clicking' these open you will find comprehensive support for the appropriate LO. Resources include documents, checklists, video clips and recommended reading. Note that there may be some duplication of resource references as the LOs are interrelated.

*If you do not have a link to Qualification Support please contact the team (see below)

Unsure about anything?

Please contact CMI on: +44 (0) 1536 207496 during office hours (0900-1700 hours Monday to Friday), or mod.qualifications@managers.org.uk

UNIT COMPLETION REQUIREMENTS

You are required to complete the following unit assignment to obtain the 'standalone' Level 5 Award in Management and Leadership.

Guidance on completing the assignment and submitting your work to CMI are on the following pages. You are also encouraged to submit a reflective statement of no more than 300 words (in addition to the assignment word count) describing the value and knowledge gained from undertaking the assignment. This statement will not be assessed; however it encourages you to review the value and application of your learning.

CMI Level 5 Award in Management and Leadership	Credits	Actions
Unit 526 - Principles of Leadership Practice	8	<ul style="list-style-type: none">● Register for the Qualification● Complete assignment(s)● Submit electronic copies of assignment(s) including signed copy of Statement of Authenticity● Keep a copy for safeguard against loss

QUALIFICATION REGISTRATION

If you have not already done so, you need to register for the qualification. The registration form must be accompanied with a copy of the relevant section of your end of course certificate (i.e. JPA print out), and the requisite remittance (cheque or credit/debit card details). Send this to the CMI at the address shown on the form.

SUBMISSION OF ASSIGNMENTS

Submitting your work for:

CMI Level 5 Award in Management & Leadership

Submission directly to CMI Marking Services

Once you have completed all assignments, you must forward them, along with a signed copy of the Statement of Authenticity (as a single file with your completed Statement of Authenticity as the first page) by e-mail to ea.marking@managers.org.uk

The main body of the email should include the following: full name, P number, unit and submission number i.e Assignment Blogs_P123456_Unit_number_submission number.

You are strongly advised to keep a copy of your assignment to safeguard against loss; your assignment will not be returned to you but will be destroyed by safe and confidential means.

Please note that CMI does offer a paper based assessment service for learners who are unable to provide an electronic copy. Post the assignment along with your signed Statement of Authenticity to:

External Assignments/MOD,
Awarding Body,
Management House,
Cottingham Road,

Corby,
Northamptonshire NN17 1TT.

PASS: If a pass is achieved, the Institute will issue you with your qualification certification and your units / credit certificate along with an offer of graded membership of the Chartered Management Institute. This level of membership may be lower than that offered by the MOD guaranteed membership scheme – you can opt for either.

REFERRAL: If your assignment does not meet the pass standard, it will be returned to you with guidance notes for completion. You must meet the additional requirements before re-submitting the assignment. You will be allowed two further re-submissions.

Following two Referrals for your assignment, a Resubmission Fee of £15 (+ VAT) will be payable to CMI before work is reassessed. For more information please contact ea.marking@managers.org.uk or call 01536 207496 option 1.

ASSESSMENT GUIDANCE FOR LEARNERS

CMI provides a comprehensive external quality assessment service. Currently all units within the Management and Leadership qualifications from Level 2 to 7 have an assignment brief available.

CMI provides a six week service level on all assignments received.

Learners are required to complete all tasks and Assessment Criteria.

ASSESSMENT GUIDANCE

Submission directly to CMI EA Marking

All work must be submitted in a single electronic document (.doc file). The document must be marked with your full name, P number and unit number. Electronic assignments should be sent to ea.marking@managers.org.uk

Please note CMI do offer a paper based assignment service for learners that are unable to provide an electronic copy only. Please post the assignment to External Assignments, Awarding Body, Management House, Cottingham Road, Corby, Northamptonshire, NN17 1TT.

The assignment should be your own work and not direct copies of theories or models. Any models described and other quotes used must be properly attributed and referenced as appropriate. Learners must acknowledge or reference any sources that have been used to complete the assignment, listing reference material and web sites used, appendices must not be included.

Learners are encouraged to produce a reflective statement of no more than 300 words (which does not count towards the final word count), describing the value and knowledge gained from undertaking this assignment. The reflective statement is not assessed; however it encourages you to review the value and application of your learning.

PLAGIARISM & COLLUSION

In submitting the assignment the learner must complete a statement of authenticity (included in the Completion Pack) confirming that the work submitted for all tasks is their own and does not contravene CMI policies including word count and plagiarism.

Academic offences, including plagiarism and collusion, are treated very seriously. Plagiarism involves

presenting work, excerpts, ideas or passages of another author without appropriate referencing and attribution. Collusion occurs when two or more learners submit work which is so alike in ideas, content, wording and/or structure that the similarity goes beyond what might have been mere coincidence. Plagiarism and collusion are very serious offences and any learner found to be copying another learner's work or quoting work from another source without recognising and disclosing that source will be penalised.

In submitting their assignment for the unit, and completing the relevant statement of authenticity, learners are confirming that the work submitted for all tasks is their own and does not contravene the CMI policies including word count, plagiarism and collusion. CMI reserves the right to return assignments if the necessary statements of authenticity have not been completed.

Learners found to be in breach of these regulations will be reported to the relevant CMI contact for deliberation. The learner will be notified in writing of the outcome of the investigation. In the event that a learner is found to have perpetrated malpractice, the learner will be withdrawn from his/her qualification immediately; fees will not be refunded, the relevant Regulatory Body will be informed and membership of the CMI will be withdrawn.

APPENDICES

Appendices should not be included. All use of tables, graphs, diagrams, Gantt charts and flowcharts should be incorporated into the main text of the assignment. Any published secondary information such as annual reports and company literature, should be referenced in the main text of the assignment but not included.

CONFIDENTIALITY

Where learners are using organisational information that deals with sensitive material or issues, they must seek the advice and permission from that organisation about its inclusion in an assignment. Where confidentiality is an issue, studying members are advised to anonymise their assignment so that it cannot be attributed to that particular organisation.

WORD COUNT POLICY

In total, it is required that your assignment should be between 3500-4000 words. Learners must comply with the required word count, within a margin of +10%. These rules exclude the index (if used), headings, information contained within references and bibliographies. When an assessment task requires learners to produce presentation slides with supporting notes, the word count applies to the supporting notes only.

Where a learner's work has contravened the word count policy, it will be reviewed by the Marker and Lead Moderator before a final decision is made.

REFERENCING & PROFESSIONALISM

A professional approach to work is expected from all learners. Learners must therefore identify and acknowledge ALL sources/methodologies/applications used. The learner must use an appropriate referencing system to achieve this. Whilst marks are not awarded for the use of English, the learner must express ideas clearly, succinctly, and ensure that appropriate terminology is used to convey accuracy in meaning.

INSTRUCTIONS & INFORMATION FOR LEARNERS

The external assignment is set and assessed by the Chartered Management Institute. It is designed to assess your achievement of all the Learning Outcomes and associated assessment criteria in the relevant unit of the qualification you are undertaking.

You should make sure that you plan your work carefully, to ensure that you cover all the requirements of the assignment, and complete it within the time limit specified.

Your statements, in answer to the tasks, need to be prefixed with the specific task number and unit title. This will help you keep on track and should ensure you address the details. Work submitted without a task prefix will be returned unmarked. Your statements should not be just a description of workplace activities but should include what you have learned from your programme of study. In other words you need to show how you can relate what you have learned to day-to-day management activities.

You must submit your work as a single electronic word document (.doc file). You should mark the assignment with your name, learner number, the unit number, Defence Leadership Centre - SIL and a brief description of the context in which the assignment was undertaken. You may include a title page if you wish. You must show a total word count on the front page of your assignment. You are strongly advised to keep a copy of your completed assignment before you submit it for assessment – the copy you submit will not be returned to you. Your assignment may be kept by the CMI for quality assurance purposes. Any assignment not kept for quality assurance will be securely destroyed.

CMI will assess your assignment, and the result will be sent to you, normally within 6 weeks of receipt by the Institute.

If your assignment is assessed as referred, notification will be sent to you with an indication of the areas to be addressed. You may resubmit an assignment on a further two occasions during your period of registration as a CMI learner.

If there is anything in these instructions or in the assignment itself which you do not understand, please seek guidance from CMI by phone on 01536 207496.

UNIT 526

Assignment Brief: Principles of Leadership Practice

Click [here](#) to download the Assignment Brief.

Click [here](#) to download the Evidence Booklet.

Each task in this assessment booklet has been developed to enable you to evidence achievement of the learning outcomes and assessment criteria for **CMI 526: Principles of Leadership Practice**. Each of the assessment criteria must gain a pass outcome for you to successfully achieve the unit.

Preparation for the assessment

- Before you begin the assessment booklet please read the **CMI 526** unit specification thoroughly as only the content related to the achievement of the assessment criteria will be assessed.
- Research the topics being assessed. Suggested reading/web resources are provided on the **CMI 526** unit specification. Your tutor may signpost you to relevant resources. Additionally you may access excellent online resources at ManagementDirect <https://members.md.cmi.org.uk> Please note that if you have a customised site the link will differ, please contact your Centre for clarification.

Completing the evidence booklet

- The evidence booklet contains a series of tasks which are clearly referenced to the relevant assessment criteria and indicative content.
- Refer to the Assessment Guidance table at the end of the assessment booklet which outlines the requirements for a Pass or Refer.
- Evidence must be provided in the main body of the evidence booklet. Additional work based evidence such as plans or documentation (which has been referred to within the main text) should be included at the end of the booklet marked 'Work Based Evidence'. Appendices are not a requirement of this assessment brief. If appendices are included these will not be marked or moderated by the CMI.
- Work based evidence must be accompanied by a supporting statement in the learner evidence box, to explain the link to the assessment criteria. Work based evidence (where required by the task) must not exceed SIX (6) pages. Files embedded in the booklet must not exceed 10MB.
- The evidence booklet must be completed in a professional manner (e.g. applying business conventions for writing formal reports) and by using Microsoft Word, Rich Text Format or another compatible software programme.
- The evidence booklet must be saved as a word document (.doc or .docx) and not in a PDF format.
- An appropriate referencing system (such as Harvard Referencing) must be used to ensure the original source(s) of quotations or models can be verified.
- Finally, you must sign the Learner Authenticity statement (an electronic signature is accepted).

Learner support

For information regarding policies and procedures for assessment (e.g. special assessment arrangements, learner support, appeals, complaints, certification, confidentiality, plagiarism) you should contact your tutor or Centre manager and refer to the CMI Level 5 in Management and Leadership syllabus.

INTRODUCING ASSESSMENT BRIEF CMI 526

Assessment brief **CMI 526** has been designed to develop managers' understanding of ethical leadership and the impact of culture and values on leadership. Managers will examine leadership models and the concept of empowerment, with consideration of techniques and methods for leading others.

ASSESSMENT TASK AND WORD COUNT

Assessment brief **CMI 526** features the following assessment tasks. Further detail is provided against each assessment task within the brief.

	Assessment Task	Learning outcomes covered by assessment method	Assessment criteria	Guideline word count
1	Write an account on leadership practice in an organisation	LO1 Understand leadership practice in an organisation	1.1 Examine leadership practices within organisations	Approx. 1300 words
			1.2 Evaluate the use of theoretical approaches to responsible leadership	
			1.3 Analyse the impact of internal and external factors on leadership practice	
2	Write an account on leadership styles	LO2 Understand leadership styles	2.1 Examine the relationship between management and leadership	Approx. 1000 words
			2.2 Evaluate leadership styles	
3	Write a report entitled: <i>The impact of leadership within organisations</i>	LO3 Understand the impact of leadership within organisations	3.1 Evaluate how leadership supports the achievement of organisational objectives	Approx. 1700 words
			3.2 Analyse the concept of empowerment and trust in leading others	
			3.3 Examine techniques for creating a cohesive team	
			3.4 Assess the need to adapt leadership approaches to meet changing needs	

Guideline word count

The written word, however generated and recorded, is still expected to form the majority of assessable work produced by Learners at Level 5. The amount and volume of work for this unit should be broadly comparable to a word count of **3500-4000 words** within a margin of +/-10%. The excessive use of word count is not grounds for referral, however the CMI reserve the right to return work to the Centre for editing and resubmission by the Learner.

The following are excluded from inclusion in word count, if used and not required by the assessment brief: an introduction to a job role, organisation or department, index or contents pages, headings and sub headings, diagrams, charts and graphs, reference list or bibliography, reflective statement drawn from undertaking the assignment and how this has impacted on the learner's work.

Please see the CMI Assessment Guidance Policy for further guidance.

LEADERSHIP PRACTICE IN AN ORGANISATION

Effective leadership practice is required to support individuals and teams. Whilst it has many characteristics, it needs to be resilient, able to respond to internal and external factors, all of which have the ability to impact on the leader's success.

TASK 1

Using examples, write an **account** on leadership practice in an organisation. The account must:

- i. Examine leadership **practices** within organisations (AC1.1)
- ii. Evaluate the use of **TWO (2) theoretical approaches** to responsible leadership (AC1.2)
- iii. Analyse the impact of **TWO (2) internal** and **TWO (2) external** factors on leadership practice (AC1.3)

Guidance for completion of Task 1

- *Within the account you should include sub headings. You may choose to include tables and diagrams (as appropriate) to support your discussion.*
- *You are encouraged to consider the use of good practice examples from an organisation you know well or have researched.*
- *You are required to include reference to relevant theoretical principles or models where appropriate.*
- *Please refer to the indicative content for each assessment criteria (AC) outlined in the unit specification.*

LEADERSHIP STYLES

There is much debate about the definitions for leadership and management, and the relationship between them. By understanding their relationship and the way leadership styles can be applied in a variety of contexts, a leader will be equipped with the knowledge to lead others in the workplace.

SCENARIO

You manage a department in a medium sized organisation. Following a successful year that has seen significant growth in sales, the organisation has ambitious plans to re-locate to a new business park (40 miles away from its current location).

A number of staff within your department have chosen not to re-locate with the organisation so there will be vacancies in your team.

The team members that have decided to move with the company are concerned about the re-location and how the new team will gel in time to achieve challenging targets.

You are responsible for the recruitment and selection of new staff and leading team members to be effective in their roles.

The objectives are for all departments to meet new operational targets within 3 months of the move.

TASK 2

Basing your response on the scenario, your own experience of leading individuals and teams or using well chosen examples from an organisation you know well or have researched:

Write an **account** which:

- i. Examines the **relationship** between management and leadership (AC2.1)
- ii. Evaluates **THREE (3) leadership styles** which can be used in organisations (AC2.2)

Guidance for completion of Task 2

- *Within the account you should include sub headings. You may choose to include tables and diagrams (as appropriate) to support your discussion.*
- *You may base the account on the scenario or leadership within an organisation you know well or have researched.*
- *You are required to include reference to relevant theoretical principles or models where appropriate.*
- *Please refer to the indicative content for each assessment criteria (AC) outlined in the unit specification.*

THE IMPACT OF LEADERSHIP WITHIN ORGANISATIONS

Leadership has the power to impact on the achievement of organisational objectives. It is essential for leaders to empower others, develop trust among those they manage and create cohesive teams which are adaptable to change.

TASK 3

Basing your response on the scenario, your own experience of leading individuals and teams or using well chosen examples from an organisation you know well or have researched:

You are required to write a **report** entitled 'The impact of leadership within organisations'. The report must use examples to:

- i. Evaluate how leadership **supports** the achievement of organisational objectives (AC3.1)
- ii. Analyse the concept of **empowerment and trust** in leading others (AC3.2)
- iii. Examine **THREE (3) techniques** for creating a cohesive team (AC3.3)

Guidance for completion of Task 3

- You may base your response on the scenario on page 4, your own experience of leadership within organisations or use well chosen examples from an organisation you know well or have researched.
- The report should include sub headings. You may choose to include tables and diagrams (as appropriate) to support your discussion.
- You are required to include reference to relevant theoretical principles or models where appropriate.
- Please refer to the indicative content for each assessment criteria (AC) outlined in the unit specification.

ASSESSMENT GUIDANCE

Refer	Pass
<ul style="list-style-type: none"> • The submission is incomplete • Tasks are incomplete • Not all assessment criteria have been met • No examples are used or the examples given do not match the requirements of the assessment criteria • Evidence is <ul style="list-style-type: none"> • Unclear • Technically incorrect or inaccurate • Biased • Unprofessional language • Poorly structured and presented • Ideas are underdeveloped • Lacks sufficient detail to show understanding of the topic • The application of concepts, models and theories to the management and leadership role or workplace is unclear • Evidence is not directly attributable to the learner • External sources of information are not acknowledged • Work based evidence or artefacts (e.g. planning documents or presentation slides) do not meet the requirements of the assessment criteria and is not current (within 5 years) 	<ul style="list-style-type: none"> • All tasks have been completed • All assessment criteria have been met • Examples given are well chosen and match the requirements of the assessment criteria • Evidence is <ul style="list-style-type: none"> • Well written and presented • Contains a breadth of examples • Accurate • Current (e.g. use of up to date legislation) • Authentic • Inclusive • Coherent • Credible • Technically correct • Evidence shows an understanding of different perspectives • Concepts, models and approaches and have been applied correctly in context of the management and leadership role or workplace • Evidence used from external sources has been correctly referenced • Evidence is directly attributable to the learner • Work based evidence or artefacts (e.g. planning documents or presentation slides) match the requirements of the assessment criteria and is current (within 5 years)

STATEMENT OF AUTHENTICITY

THIS STATEMENT MUST BE COMPLETED AND ELECTRONICALLY SIGNED BY YOU AND ATTACHED TO (EACH ONE OF) YOUR COMPLETED ASSIGNMENT(S) (ie. one for each assignment if submitting more than one) WHEN SUBMITTED FOR ASSESSMENT.

Qualification:

CMI Level 5 Award in Management and Leadership	
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Centre: RAF OTA - RIOT		Course Number & Date:	
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Candidate Statement: Confirmation of Authenticity:

Name	Learner Number (if known)	Learners E-mail address

I confirm that:

- I am registered on this programme with the Chartered Management Institute
- I am, to the best of my knowledge, the sole author of the completed assignment submitted.
- The attached completed assignment is all my own work, and does not include any work completed by anyone other than myself.
- I have completed the assignment in accordance with CMI's instructions and within the time limits set as given on my CMI Registration Form.

Address	Details	Note (in the Details column)
Name		If using a military address then enter the address clearly given: Name. Sub Unit Unit. Any other relevant details e.g. BFPO Number.
Street Number		
Street / Road Name		
Town Name		
Post Code		
County		

By signing my name below I am agreeing that I have read and understood the Learner Statement of Authenticity

Signature:

Date:

Ofqual unit number	J/616/8817
RQF level	5
Guided learning hours	30
Total unit time	80
Credits	8
Aims of unit	The aim of this unit is to develop managers' understanding of ethical leadership and the impact of culture and values on leadership. Managers will examine leadership models and the concept of empowerment, with consideration of techniques and methods for leading others
Keywords	Culture and values, ethical and value-based leadership, external factors, leadership factors, different contexts, empowerment, leadership techniques, team cohesion, methods for inspiring others.

Learning Outcome 1	
Understand leadership practice in an organisation	
Assessment Criteria	
1.1	Examine leadership practices within organisations
Indicative Content	
Practices may include but not limited to the differing roles and responsibilities of leaders in organisations, distributed leadership, effective leadership, leadership development.	
Assessment Criteria	
1.2	Evaluate the use of theoretical approaches to responsible leadership
Indicative Content	
Theoretical approaches may include but are not limited to Responsible Leadership (Maak & Pless 2006), Ethical Leadership (Brown, Treviño and Harrison, 2005), Value-based Leadership, Value-driven Leadership (Gentile, 2014) and Leading with Integrity (Blanchard, 2011).	
Assessment Criteria	
1.3	Analyse the impact of internal and external factors on leadership practice
Indicative Content	
Internal factors may include but are not limited to organisational mission, vision and values, organisational culture (Cultural Web, Johnson and Scholes 1992; Culture and Leadership, Schein 1985), structure, roles, policies and procedures. Cultural Dimensions (Hofstede, 1980, 2001), national cultures, customs and language, organisational resources, such as staff, technology, finances and physical resources (e.g. machinery,	

equipment).	
External factors may include but are not limited to legal, regulatory and ethical requirements, market expectations/demands (buyers, suppliers, customers), competition, economic stability, customer, partner and supply chain relationships, demographic factors, skills and educational attainment of labour pool, reputation of organisation	
Learning Outcome 2	
Understand leadership styles	
Assessment Criteria	
2.1	Examine the relationship between management and leadership
Indicative Content	
Relationship refers to the balance between the demands of leadership and the demands of management.	
Assessment Criteria	
2.2	Evaluate leadership styles
Indicative Content	
Leadership styles may include but are not limited to Entrepreneurial Leadership (Roebuck 2014), Transformational Leadership (Bass 1995), Managerial Grid (Blake and Mouton, c.1950s), Leadership Continuum (Tannenbaum and Schmidt, 1958), Situational Leadership (Hersey and Blanchard, 1969), Authentic Leadership (Goffee and Jones, 2011), Five Practices of Exemplary Leadership (Kouzes and Posner, 1987), Leadership Qualities (Bennis, 1989), Leadership Styles (Goleman, 1995), Action-Centred Leadership (Adair,1963), Charismatic Leadership (House, 1997).	
Learning Outcome 3	
Understand the impact of leadership within organisations	
Assessment Criteria	
3.1	Evaluate how leadership supports the achievement of organisational objectives
Indicative Content	
Supports may include but not limited to setting and communicating a clear vision, individual/team development and performance, developing a leadership culture, engaging others, managing and leading change.	
Assessment Criteria	
3.2	Analyse the concept of empowerment and trust in leading others
Indicative Content	
Empowerment and trust may include but is not limited to delegation, development of skills, knowledge and confidence of staff, independent working, engagement, coaching and mentoring, supportive leadership, commitment, self-regulating teams, productivity gains, job satisfaction, engagement, impact of structure, clear limits of responsibility and levels of authority, review and evaluation, leader retains accountability.	
Assessment Criteria	

3.3	Examine techniques for creating a cohesive team
Indicative Content	
Techniques may include but are not limited to clear focus, empathy, fair treatment, value diversity, inclusive approach, provide support, prevent conflict, sense of belonging, clear roles, higher performing teams (Colenso, date), ABCD Trust Model (Blanchard, 2010), Five Dysfunctions of a Team (Lencioni, 2005), Leadership Qualities (Bennis, 1989).	
Assessment Criteria	
3.4	Assess the need to adapt leadership approaches to meet changing needs
Indicative Content	
Approaches may include but not limited to leadership styles such as Situational Leadership (Hersey and Blanchard, 1977), Entrepreneurial Leadership (Roebuck 2014); Leading Change (Kotter, 1996, 2012); Developing Strategic Mindsets; Collaborative Working (internally and externally).	
Changing needs may include but are not limited to team composition, type and size, maturity and competence, organisational change, objectives (e.g. innovation, business growth and survival, corporate social responsibility), emerging trends, crisis and emergency working.	