DPPLP Assessment Brief and Guidance

**Assessment Brief**

For this module you are required to produce a portfolio of evidence demonstrating reflection on personal, professional, and academic development of leadership knowledge, skills and behaviours (leadership attributes) over the duration of your programme.

Specifically, your portfolio ***must*** include the following content:

**Task 1:** Conduct an analysis of the leadership knowledge, skills, and behaviours (attributes) you think are the most important for a 21st Century leader, using theory to support your analysis. Once you have discussed the leadership attributes you think are important, analyse and reflect on your own practice and approach in relation to these leadership attributes (you could use a SWOT/TOWs, Insights report and any other relevant information).

Submission date for formative feedback: 14 Dec 21

Word count: 1,500

**Task 2:** Identify and justify your short, medium, and long-term career goals and conduct a personal gap analysis of the leadership attributes you have identified in task 1. Following this analysis, create a personal development action plan using the template provided. You may wish to include any stretch targets discussed and agreed with your work mentor.

Submission date for formative feedback: 14 Dec 21

Word count: 500

**Task 3:** During the module, update and amend your personal development action plan as new information becomes available, ensuring that you can justify any changes made, keeping a reflective diary may be a way of supporting this activity. Submit your final personal development action plan as part of your portfolio.

Word Count: 500 words equivalent

**Task 4:** Conduct a Work Based Integrated Consultancy Project (ICP) and produce a presentation (or video) which demonstrates how you have developed and applied your leadership attributes; the strategic impact of this on organisational vision, culture, and values; any quick wins you have achieved and the value you added to the product, service or project upon which you worked taking ethical considerations into account. You should also provide supporting evidence through an interview or written appraisal with key stakeholders and feedback from your manager and/or apprenticeship mentor. Following your ICP you should also update your PDP. A copy of your annotated PowerPoint or video should be submitted as part of your portfolio.

Word count 500 words equivalent

**Task 5:** Taking a critical approach and using reflective models, reflect on the progress you have made in developing your leadership attributes identified in task 1, referring to evidence of your progress and the impact on your organisation and your career progression. You should also consider your future career goals and any potential additional challenges and include the views and feedback from your manager and/or mentor in the workplace where this adds value to your critical reflection. If you are an apprentice, you may also draw on your latest review of KSBs to support this using STARE.

Word count: 1,000

**MODULE ASSESSMENT PORTFOLIO FINAL HAND IN DATE: 12 July 2022**

**Assessment Guidance**

**Writing Perspective**

You may have been asked to write your University assignments in the third person however this assignment requires you to write in the first person as it is a portfolio of evidence demonstrating reflection on personal, professional and academic development over the course.

**Task 1**

**Structure**

Even for short tasks it is good to have a clear structure. A suggested structure for this section would be:

1. Introduction
2. 21st Century Leadership attributes
3. Personal Reflective Analysis
4. **Introduction**

Your introduction should outline the main direction of your writing and give a brief context or background information. For example, consider what is unique and explicit in the 21st Century that leaders need to be skilled in dealing with, what is changing and what might be constant or consistent issues for leaders.

1. **21st Century Leadership Skills**

In this section you need to state **your** view of the important leadership attributes **and** support this with academic theory. For example, if you think that empathy is a really important attribute for a 21st Century Leader you would need to state why this is the case and back this up with research e.g. research on empathy/emotional intelligence and leadership. You should try to draw on a range of views, not just from one author. Try and focus on a few skills that you can analyse and justify rather than a long list.

1. **Personal Reflective Analysis**

This is a reflective account of your own leadership knowledge, skills and behaviours with specific reference to those you have identified as being important. You can draw on a SWOT/TOWS analysis, your Insights Report, Johari window and any other self-assessments you have completed or feedback that you have received. Use evidence or examples from your workplace to support your reflection. This is a very important section that helps you to you understand your starting point prior to thinking about your career development. There are no set rules regarding personal reflection – it is personal, and you need to find the right process for you as an individual. For example you could use a reflective model to structure your writing, such as an ITEAL, Bortons Framework or Gibbs Reflective Cycle, or you may find the STARE approach helpful: <https://blog.shu.ac.uk/apprenticeship-resources/succeeding-in-your-off-the-job-training/> You may want to put some of your analysis tools in an appendix though so that you have more words available for your reflection.

**Task 2**

As this is a portfolio assessment the tasks do not stand alone, task 2 follows on and draws from task 1. Task 2 requires you to identify your future career goals in the short, medium, and long term and identify where your leadership gaps are in relation to the important leadership attributes you identified in task 1. You are then required to complete a personal development action plan to identify how you intend to address these gaps to progress your career development. Again, it is good to have a clear structure, a suggested structure might be:

1. Identification of your career goals in the short, medium and long term
2. Skills gap analysis
3. Personal development action plan
4. Summary
5. **Career goals addressed and justified**

If you have not previously thought about your career goals a good place to start is to articulate your vision, mission, and values. This will help you to investigate the future and identify what is important for you personally. Once you have done this then think about where you want to be in your career in:

* 6-12 months – short-term
* 2-4 years – medium -term
* 5+ years – long term

Try to be as specific as possible, especially for the short term and medium term goals identifying the role you are aiming for or the level/type of role. If appropriate include either the organisation or the sector that you see yourself working in and the type of employment such as full or part time, permanent contract, or interim assignments, employed or self-employed etc. Once you have identified your career goals the TOWS can then be used to identify career development strategies for yourself by turning your strengths into opportunities, minimizing your weaknesses, and avoiding threats. You might like to consider doing more than 1 of these to meet the different career goals.

1. **Analysis of skills gap**

Based on your career goals and considering your current leadership knowledge, skills and behaviours that you identified in the task 1 reflection, use the self-assessment tools to carry out a gap analysis. This is where you identify the leadership attributes required to be successful in your current role and your future career and compare to your current attributes to determine where your gaps are. You can use the template on the slides and/or watch the video on the BB site to help you to structure this.

**Personal development planning**

Now that you have:

1. Analysed your current leadership knowledge, skills and behaviours
2. Identified where you want to be in your future career
3. Articulated your current and future skills gaps

…you can create personal development goals following SMART principles and prioritise your actions. This should be based on the gaps that you need to address to be more successful in your current role and to meet your short, medium, and long-term career goals. You should use the template on the BB site to capture these goals. Identify no more than 8 development actions and ensure you can justify these.

**Summary**

This is a brief summary of what you have identified through completing tasks 1 & 2. It should give a brief overview of your current career position focussing on how well equipped you are to be successful in your current role and what development is needed to meet your future career aspirations/goals. This will build on the reflection that you carried out in task 1 and should give you and your reader great insight into your current career position and the direction that your career is taking based on your leadership attributes as well as your environment.

**Task 3**

Task 3 requires you to work on your personal development actions over the course of the module by updating your action plan/PDP. To support this, keep a reflective log/diary to identify progress, changes, amendments etc justifying why these are being made. Try to complete this on a regular basis such as once a month to ensure you are making progress and keeping on track.

**Task 4**

For task 4 you need to complete a consultancy project in your own workplace demonstrating how you have applied your leadership learning during the DPPLP module. This does not need to be an additional activity; it can be something that you are already scheduled to undertake. The important aspect is that you can clearly demonstrate your own contribution to the project, the personal impact that you have had, and the value added by your contribution as well as any ethical considerations of your approach or project outcomes. You also need to gather feedback from your manager, employer or appropriate colleague on your contribution with specific reference to your leadership attributes and development actions on your PDP. After you have completed the project you need to update your PDP with any progress you have made towards your development objectives and any further development areas that have been identified as a result of completing the project.

**Task 5**

Task 5 is your final reflection completed near the end of the module reflecting on the development journey that you have been on, the actions that you have undertaken and the impact that this has had in your workplace and on your career development journey. You should aim to reflect on what has gone well, what could have gone better and any learning you can take away from this making specific reference to the leadership attributes that you have been developing. You also need to consider your future career goals and the ongoing development actions required to progress these goals, updating your PDP prior to final submission.

If you are an apprentice you may also find it helpful to consider the following questions:

* What can you learn from an evaluation of your development in relationship to [British Values](https://blog.shu.ac.uk/apprenticeship-resources/british-values-and-prevent/) and any impact on professional behaviours?
* What can you learn from an evaluation of your development in relationship to [Equality Diversity and Inclusion](https://blog.shu.ac.uk/apprenticeship-resources/equality-diversity-and-inclusion/) and any impact on your professional behaviours?
* Does the impact of your reflection offer cause for [celebration](https://blog.shu.ac.uk/apprenticeship-resources/wellbeing-and-support/your-community-and-enrichment/) or demonstrate a [return on investment](https://blog.shu.ac.uk/apprenticeship-resources/wp-content/uploads/sites/6/2020/08/ROI-Recording-36.mp4) from your Apprenticeship?
* Has your experience and reflection led to new perspectives or incidents relating to [wellbeing](https://blog.shu.ac.uk/apprenticeship-resources/wellbeing-and-support/20-off-the-job-training/), for example, managing your own stress level ?
* Do your learning moments represent time spent in development that can support your [20% Off the Job Training](https://blog.shu.ac.uk/apprenticeship-resources/wellbeing-and-support/20-off-the-job-training/) Log?

**Referencing**

This should follow APA referencing style, be in alphabetical order and be from recognised academic sources see <https://libguides.shu.ac.uk/referencing/refsomething> to help with referencing.

**General advice**

There are some very useful resources available to you to help with your study skills accessible via [The skills centre](https://blogs.shu.ac.uk/skillscentre/) and [skills4studycampus](https://www.skills4studycampus.com/orglogin.aspx). You will need to use your SHU login to access them.

You could use any of the activities and resources used during Induction and the Introduction to this module to help you kick start your portfolio and the list below may also be a helpful reminder of experiences and activities on which you may wish to reflect.

### Examples of supporting evidence you may wish to use and include in your portfolio

* Kolb's Learning Cycle
* Behavioural Styles e.g. Insights/Myers Briggs - MBTI
* Models of reflection and concepts such as Bloom's Taxonomy or the Johari Window
* Workplace Appraisals and Personal Development Plans
* Line manager, mentor and peer feedback (workplace)
* Academic tutor feedback
* Peer study group feedback
* Outputs from course modules e.g. presentations/posters/essays reports

You might wish to commit your thoughts and reflections to paper through the use of a personal reflective diary where frequent entries convey your experiences at work, on the course and your personal life. You could then ‘draw upon’ what might end up being a fairly extensive diary and use it to inform and develop a personal reflective commentary. The diary could be a soft copy, or you could use a conventional hand written diary format.

Similarly, we would expect you to find the reflections you have been directed to make in the assessment for each module - by reflecting further on these at a later point in time you will be engaging in meta-reflection. This can be a useful development activity.

If you use this approach it is important that you 'draw' upon the material, rather than submitting the diary itself. This allows you to pick out relevant, perhaps critical, incidents in your learning and protects you from feeling pressured to disclose material which is ‘raw’ and personal to you.

Alternatively, you may prefer to constrain your reflections to the particular events or experiences that represent development in your skills and then reflect on these. This approach is more 'contained' but as long as you carefully choose the events and experiences you should be able to use these as a cue for your reflective activity.

You may also wish to use other mediums such as voice recordings, video or poetry to use as instruments to record your reflections and reflective outcomes.

Whatever approach you take, it is recommended that you ensure you can recollect the event or experience in enough detail to reflect to the degree necessary to capture the learning.

Remember this is your journey, and you must choose an approach to reflection that is suitable for you.

**Portfolio Assessment Criteria**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| % Grade | 1 - 29 | 29-49 | 50-59 | 60-69 | 70-92 | 93+ |
|  | Significant Fail | Marginal Fail | Pass (satisfactory) | Merit | Distinction | Distinction + |
| **Task 1: Conduct an analysis of the leadership attributes you think are important for a 21st Century leader, using theory to support your analysis. Reflect on your own practice and current leadership attributes.** | Very limited evidence of knowledge of theories and concepts to analyse 21st Century leadership KSB’s.  Very limited reflection on own leadership attributes and practice with an inability to communicate coherently. | Limited use of knowledge of theories and concepts to anlayse 21st Century leadership KSB’s.  Limited reflection on own leadership attributes and practice which is lacking clarity and focus. | Good knowledge of theories and concepts to analyse 21st Century leadership KSB’s although more descriptive than critical or analytical.  Good reflection on own leadership attributes and practice communicated appropriately. | Very good knowledge of theories and concepts to analyse 21st Century leadership KSB’s demonstrating some independent enquiry and academic rigor.  Very good reflection on own leadership attributes and practice communicated effectively. | Excellent knowledge of theories and concepts to analyse 21st Century leadership KSB’s demonstrating some clear independent insight and critical awareness.  Excellent critical reflection on own leadership attributes and practice communicated effectively using own style. | Exceptional knowledge of theories and concepts to analyse 21st Century leadership skills demonstrating extensive and appropriate independent enquiry.  Exceptional critical reflection on own leadership attributes and practice with a sophisticated level of communication. |
| **Task 2: Identify and justify your short/mid/long term career goals. Conduct a gap analysis of your skills. Create a personal development action plan.** | Very limited identification or justification of career goals, gap analysis and personal development plan | Limited identification or justification of career goals, gap analysis and personal development plan | Good identification and justification of career goals, gap analysis. and personal development plan | Very good identification and justification of career goals, gap analysis. and personal development plan | Excellent identification and justification of career goals, gap analysis. and personal development plan | Exceptional identification and justification of career goals, gap analysis. and personal development plan |
| **Task 3: Evidence of updated personal development plan** | Very limited evidence updating of personal development plan | Limited evidence of updating of personal development plan | Good evidence of updating of personal development plan | Very good evidence of updating of personal development plan | Excellent evidence of updating of personal development plan | Exceptional evidence of updating of personal development plan |
| **Task 4: Carry out a work based project to apply your leadership attributes and evaluate the strategic value and any ethical considerations. Seek feedback on your approach and outcomes.** | Very limited ability to apply leadership attributes to a work project and to evaluate strategic value with no/insufficient evidence of ethical considerations or feedback. | Limited ability to apply leadership attributes to a work project and to evaluate strategic value with little evidence of ethical considerations or feedback. | Good ability to apply leadership attributes to a work project and to evaluate strategic value with some evidence of ethical considerations and feedback | Very good ability to apply leadership attributes to a work project and to evaluate strategic value with evidence of exploration of ethical considerations and feedback from a range of stakeholders. | Excellent ability to apply leadership attributes to a work project and evaluate strategic value with evidence of evaluation of ethical considerations and feedback from a wide range of stakeholders. | Exceptional ability to apply leadership attributes to a work project and evaluate strategic value with evidence of critical evaluation of ethical considerations and extensive feedback from a wide range of stakeholders. |
| **Task 5: Reflection on your development journey and impact on your organisation and your career development. Consideration of your future career goals and feedback from your manager.** | Very limited reflection on your development and impact. No/insufficient consideration of future career goals or evidence of feedback. Inability to communicate coherently. | Limited reflection on your development and impact. Little consideration of future career goals or evidence of feedback. Reflection lacking clarity and focus | Good reflection on your development and impact communicated appropriately. Career goals considered and some evidence of feedback. | Very good reflection on your development and impact communicated effectively. Future career goals considered and explored and evidence of feedback. | Excellent critical reflection on your development and impact communicated effectively using own style. Future career goals analysed and evidence of detailed feedback. | Exceptional critical reflection on your development and impact with a sophisticated level of communication. Future career goals critically evaluated and evidence of extensive feedback. |
| **Well presented piece of work, demonstrating postgraduate written and academic skills** | Very limited evidence of reading and research. No/ insufficient references included and/or incorrect referencing conventions. Many errors in grammar and spelling, making it impossible to read. | Some ability to independently select and evaluate reading/research however there is a strong reliance on set sources. References limited or inappropriate with inconsistent conventions. Some errors in grammar and spelling, making it difficult to read. | Evidence of some independent reading and research to advance work and inform arguments and approaches. References adequate but clearer and/or more references needed with some evidence of the correct conventions. Reasonable grammar and spelling but with several notable errors. | Evidence of some competent independent inquiry operating with core concepts, methods and techniques. Referencing clear and mostly accurate using appropriate conventions. Good grammar and spelling with some errors. | Evidence of appropriate independent inquiry operating with core concepts, methods and techniques. Referencing clear and accurate using appropriate conventions. Near perfect grammar and spelling, with few errors. | Evidence of extensive and appropriate independent inquiry operating with advanced concepts, methods and techniques. Referencing impeccable using appropriate conventions. No errors in spelling and grammar. |