**Assessment task** –

**Leadership assessment** - Task Description Interview two nurses or midwives from any location or specialty who you consider to be leaders in your profession or workplace. (Please do not identify them by name, rather use a pseudonym in your written work).

Integrate your interviews and findings from the literature to construct an assessment that addresses the following question:

***How can leadership approaches, and a leader’s characteristics, influence practice change?***

Assessment Criteria Measures Intended Learning Outcome:

Criterion 1 The extent to which a clear position is argued and sustained for the topic selected, and the degree of relevance for nursing or midwifery practice.

Criterion 2 The extent to which appropriate literature is incorporated to support an argument in a well referenced and synthesised assessment.

Criterion 3 The ability to access information from key stakeholders and to incorporate this as interviews into written work.

Criterion 4 The extent to which the assessment is presented in a persuasive academic style and format, with citations and referencing in accordance with the Harvard SHS style 2002. Standard descriptors for these criteria are included in the assessment rubric, located in the Assessment 1 folder in MyLO.

Task length 3,500 words plus two sets of interview questions in an appendix

**Tips to remember**

Think about how long your answers may be, and remember you want your interviewee to TALK and you LISTEN, so don’t ask TOO many questions.

VITAL to remember that the questions you use will need to provide you with answers that will enable you to answer the assessment question …….
How can leadership approaches, and a leader’s characteristics, influence practice change?

**All other wonderful interesting information that you put in your assessment, that may be beautifully written, that does not link to or answer this question, will NOT gain any marks.** Please do not go off track.

**EXAMPLES**

**Example:**  An interviewee (Nurse A) told me about a time when she returned from holiday and the team had already introduced a change to work allocation with the intention of improving continuity of care. They had been preparing for the change for over a month and the interviewee had planned that they would wait for her to return from holiday before introducing the change. At first, she was surprised and a little upset the team had not waited for her return as planned. On critical reflection she realised that patients had benefited from the early change, the team had been adequately prepared and the only harm was to her pride. She met with the staff, asked for a briefing on progress and congratulated them on their initiative. She discussed with them communication channels and ways that they could have conveyed their frustration and desire to go ahead with the change before she left.

**Links:** transformational leadership, communicator role, critically reflective, patient centred care, emotional intelligence.

Some of the examples will enable you to substantiate the literature and some may lead you to question and critique the literature. For example, I might comment on the above example that transformational leaders may have to accept that they are not always in control!

Below are some examples of questions that will enable the interviewees to describe their practice. This is not a test for the interviewees, so give them the interview schedule in advance so they can think of examples. The assessment task provides you with an opportunity to identify in their responses (narrative), examples of their approaches to leadership and/or characteristics of leaders identified in the literature. The aim is not to criticise their approach but to use the literature and the findings from the interview to answer the question - ***How can leadership approaches, and a leader’s characteristics, influence practice change?***

**Interview questions**

Please tell me what things you did when you first took up this leadership role.

Please tell me all about a practice change initiative you have led. (If this question goes well ask them to provide you with more examples)

Please tell me about a time when the team or members of the team were resistant to change and how you managed the situation.

Please tell me how you have supported the professional development of the team.

\*Encourage the interviewee with prompts to the questions above to enable you to gain a greater insight into their behaviours.

Additional Information

The two people you choose to interview do not have to hold an official leadership position; they may simply be people that you perceive as leaders in their field.  You may choose two people with similar leadership characteristics or styles, or prefer to compare and contrast two different leadership approaches.

The marking criteria for this assignment require you to take a 'position' on this topic. By 'position', we mean the viewpoint or opinion that you are taking towards the topic you have chosen for your exploration, or the lens you have used for your critique. For example, your position might be to explain the specific professional and personal characteristics that you believe make a successful clinical leader. Or you might look at some of the leadership theories and choose to argue that one particular theory is more suitable than the others. Or again, you might choose to examine the characteristics of a leader through a particular critical lens, such as feminism or Marxism, to show how these accepted characteristics have developed and who they have benefited. You will argue this position **using evidence gleaned from the literature**, your interviewee's evidence, and your own experience, **but the important thing is that we can hear your voice in your argument/discussion** and understand your conclusions on the subject.

It is also important for you to incorporate material from your interviewees to support your argument, as well as the literature. There are several ways in which quotes from your interviewees can be integrated into your written work. The document below gives some examples of how this may be done.

Finally, please include the plan/structure/list of questions that you used for your interviews as **an appendix to the essay.** This will not be marked nor will it be in the word count but will serve as an indication to us of your organisation and planning for this aspect of the assignment and help you to satisfy criterion 3 of the rubric more clearly without using up the word count by including specific questions.