

COMMON TRAINING

PROFICIENCY LEVEL FOUR

INSTRUCTIONAL GUIDE

SECTION 6

EO M403.06 – ACT AS A TEAM LEADER DURING A LEADERSHIP APPOINTMENT

Total Time: 30 min

PREPARATION

PRE-LESSON INSTRUCTIONS

Resources needed for the delivery of this lesson are listed in the lesson specification located in A-CR-CCP-804/PG-001, *Proficiency Level Four Qualification Standard and Plan*, Chapter 4. Specific uses for said resources are identified throughout the instructional guide within the TP for which they are required.

Review the lesson content and become familiar with the material prior to delivering the lesson.

Acquire the list of leadership appointments developed by the Training Officer.

Photocopy the Leadership Appointment Aide-Memoire located at Attachment B for each cadet.

PRE-LESSON ASSIGNMENT

Nil.

APPROACH

An interactive lecture was chosen for this lesson to orient the cadets to the leadership appointment.

INTRODUCTION

REVIEW

Nil.

OBJECTIVES

By the end of this lesson the cadet shall be expected to act as a team leader during a leadership appointment.

IMPORTANCE

It is important for cadets to understand the concept of and steps involved in successfully completing a leadership appointment. All cadets will be assessed during a leadership appointment in Proficiency Level Four. When appointed in their given role, each cadet must know the expectations for successful completion. An effective team leader will merge together what has been learned throughout previous leadership training and practice, including problem solving and supervision.

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Teaching point 1 **Describe a leadership assignment and a leadership appointment.**

Time: 5 min Method: Interactive Lecture

LEADERSHIP ASSIGNMENT

A leadership assignment is a specific, short- or long-term practical leadership opportunity during which the team leader must apply their leadership skills. The team leader will have temporary team members either within or outside their peer group for whom they will be responsible. The team will accomplish a singular minor duty or task.



Leadership assignments in Proficiency Level Four (PL4) may be the same as PL3. Each PL4 cadet has already completed at least two leadership assignments during their third year of training.

LEADERSHIP APPOINTMENT

A leadership appointment is a specific long-term practical leadership opportunity that is more comprehensive in nature than a leadership assignment. The team leader must apply their leadership knowledge and skills and display the core leadership qualities of a cadet. The team leader will have an assigned, established team of cadets outside their peer group. The team will accomplish a singular major duty or task. These may be organizational appointments (eg, Flight Sergeant, Squadron Commander, etc.), training appointments (eg, Proficiency Level Instructor, Leadership and Ceremonial Instructor, etc.) or supplementary appointments (eg, Canteen Steward, Drill Team Commander, etc.). In generating leadership appointments, consideration must be given to the duration of the major duty or task and frequency of opportunities to exercise leadership. The team leader is expected to meet with their team on a number of occasions over a period of time. Leadership appointments may be held by a single PL4 cadet (eg, Drill Team Commander) or the PL4 cadets may rotate through a position (eg, Canteen Steward). If a PL4 cadet rotates through a leadership appointment, the appointment must be meaningful for the cadet and be of a duration that allows the cadet to meet the objectives of applying their leadership knowledge and skills and displaying the core leadership qualities of a cadet.

The team leader must supervise team members, communicate with team members to solve problems, strive to meet the needs and expectations of team members, motivate team members, and provide feedback to team members. The team leader must attempt to develop the skills and knowledge of their team members.

Direction for the leadership appointment must be given by a superior, usually an activity leader or activity manager.



During PL4 training, each cadet will be assessed at least once on a leadership assignment and once on a leadership appointment.

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CONFIRMATION OF TEACHING POINT 1

QUESTIONS:

Q1. What kind of team will the team leader have during a leadership appointment?

Q2. How many leadership assignments will be assessed in PL4 training?

Q3. How many leadership appointments will be assessed in PL4 training?

ANTICIPATED ANSWERS:

A1. During a leadership appointment, the team leader will have an assigned, established team of cadets outside their peer group.

A2. At least one leadership assignment will be assessed in PL4 training.

A3. One leadership appointment will be assessed in PL4 training.

Teaching point 2 — **Describe the leadership appointments that may be assigned at the squadron.**

Time: 5 min — Method: Interactive Lecture



Acquire the list of leadership appointments developed by the Training Officer before instructing this class. A list of possible Proficiency Level Four leadership assignments and appointments is located at Attachment A.

SAMPLE YEAR FOUR LEADERSHIP APPOINTMENTS

Organizational Appointments

- Flight Sergeant,
- Flight Commander,
- Squadron Commander,
- Drum Major, and
- Flag Party Commander.

Training Appointments

- Proficiency Level Instructor,
- Aviation Subjects Instructor,
- Leadership and Ceremonial Instructor,
- Fitness and Sports and Instructor,
- Air Rifle Marksmanship Instructor,
- Survival Instructor, and
- Band Section Leader.

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Supplementary Appointments

- Supply Assistant,
- Administration Assistant,
- Training Assistant,
- Canteen Steward,
- Drill Team Commander,
- Marksmanship Team Captain,
- Range Assistant,
- First Aid Team Captain,
- Biathlon Team Captain, and
- Sports Team Captain.

CONFIRMATION OF TEACHING POINT 2

QUESTIONS:

Q1. What leadership appointments are available at the squadron?

ANTICIPATED ANSWERS:

A1. Answers will vary.

Teaching point 3 **Describe how to conduct the leadership appointment.**

Time: 15 min Method: Interactive Lecture



Each cadet has led a team through at least two leadership assignments; the steps for a leadership appointment are very similar.

When conducting the leadership appointment, use the following steps:

1. prepare for the leadership appointment;

2. brief the team members at the onset and then throughout the leadership appointment;

3. carry out the tasks associated with the leadership appointment;

4. provide feedback to the team members throughout and at the completion of the leadership appointment; and

5. meet with the activity manager throughout and at the completion of the leadership appointment to discuss the outcomes of the leadership appointment.

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PREPARING FOR THE LEADERSHIP APPOINTMENT

Ensuring the Required Resources are Available

Make sure all the resources necessary for using during the appointment are available. For example, if the appointment is to act as a flag party commander, the flags, poles, etc will need to be available, both for practice and performance opportunities.

Completing a Time Appreciation

Be aware of the end date of the appointment. If the appointment is comprised of stages or phases, the leader must determine how much time to allocate to each stage or phase. All members involved in the appointment must be aware of the current date and the end date of the appointment.

Making a Plan

Make a plan to be successful in the appointment by:

1. determining what stages or phases comprise the appointment;
2. determining tasks inherent within the appointment;
3. developing a process to accomplish all tasks; and
4. identifying and allocating resources.

BRIEFING TEAM MEMBERS DURING THE LEADERSHIP APPOINTMENT

Communicating the Overall Plan

Explain how the appointment will be carried out. All team members should know what is involved as the leader carries out the appointment. This may include identifying various stages and phases.

Communicating the Tasks Involved in the Leadership Appointment

Explain the tasks involved within the leadership appointment. Leadership appointments may be comprised of a series of tasks.

Assigning Tasks to Team Members as Applicable

Assign each team member the tasks that must be completed within the scope of the appointment. Every team member should be actively engaged in a meaningful activity.

Ensuring the Team Members Understand Their Tasks

Confirm the team members understand their tasks and ask the team members if they have any questions. The team leader should also ask a few questions to various team members to ensure comprehension. When team members are assigned specific tasks, it is important they understand what is expected of them.

CARRYING OUT THE TASKS ASSOCIATED WITH THE LEADERSHIP APPOINTMENT

Supervising Team Members

Throughout the leadership appointment, the team leader will have many occasions during which to supervise team members. The most important aspect of supervision is to ensure the tasks are being conducted safely. Supervision also allows the team leader to provide ongoing feedback to team members.

Ensuring the Tasks Within the Appointment are Progressing According to the Time Allotted

Do not wait until the last minute to ensure tasks are being completed. If tasks are not being completed as planned, whether too slow or too fast, the plan may need to be adjusted and feedback should be given. Careful

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monitoring of team members and the overall situation will ensure the team leader is leading successfully during the leadership appointment and the major duty or task will be accomplished.

Providing Feedback to the Team Members Throughout the Appointment

The team leader will provide feedback throughout the appointment. This feedback may be given to the team as a whole or it may be given to individual team members. Feedback should be provided such that it is frequent, accurate, specific, and timely. Successful supervision allows for ongoing feedback to be provided to the team. Feedback is necessary for the team members as it will allow them to develop as leaders also.

Modifying the Plan as Required

If the plan is not working, take time to modify it. If help is required from team members, ask for it. Modifying aspects of the plan partway through the appointment may benefit the outcome; however, always keep time limits and constraints in mind. If the plan is being revised, communicate the new plan to the team members and work with them to implement it.

PROVIDING FEEDBACK TO THE TEAM MEMBERS UPON CONCLUSION OF THE LEADERSHIP APPOINTMENT

It is important to give feedback to the team members upon conclusion of the leadership appointment. It is vital for the team leader to spend time focusing on how the team members worked together to achieve a common goal. When team members successfully complete a task, praise should be given. It is important to recognize dedication shown in seeing a task through to completion. Team leaders should try to recognize each team member for their contribution to the completion of a task.



It is important to know how the team members felt about their participation in the completion of the assignment.

The team leader should ask for feedback on the appointment from the team members. This can be done using general questions about the leadership appointment, such as:

- What was learned during the appointment?
- Was the goal met? What contributed to the success?
- How did everyone interact during the appointment?
- Were there behaviours that helped and / or hindered during the appointment?
- Were there any cadets who were not motivated to participate in the activity? How did this affect the morale of the remainder of the team?
- Were there leaders that emerged from within the team?

MEETING WITH THE ACTIVITY MANAGER TO DISCUSS THE OUTCOMES OF THE LEADERSHIP APPOINTMENT

Just as the team leader will provide ongoing feedback to the team members during the leadership appointment, the team leader will need periodic feedback from the activity manager to discuss and monitor progress of the major duty or task. Feedback from the activity manager should assist the team leader in improving performance. Once the leadership appointment is concluded, the team leader should meet with the activity leader for an overall debriefing. This feedback will aid the team leader during future leadership appointments.

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CONFIRMATION OF TEACHING POINT 3

QUESTIONS:

Q1. List the steps to conduct a leadership appointment.

Q2. How does the team leader brief team members during a leadership appointment?

Q3. After the leadership appointment is completed, why should the team leader meet with the activity manager to discuss the appointment?

ANTICIPATED ANSWERS:

A1. The steps to conduct a leadership appointment are:

(1) prepare for the leadership appointment;

(2) brief the team members at the onset and then throughout the leadership appointment;

(3) carry out the tasks associated with the leadership appointment;

(4) provide feedback to the team members throughout and at the completion of the leadership appointment; and

(5) meet with the activity manager throughout and at the completion of the leadership appointment to discuss the outcomes of the leadership appointment.

A2. The team leader briefs team members during a leadership appointment by:

(1) communicating the overall plan;

(2) communicating the tasks involved in the leadership appointment;

(3) assigning tasks to team members as applicable; and

(4) ensuring the team members understand their tasks.

A3. After the leadership appointment is completed, the team leader should meet with the activity manager to discuss the appointment because feedback from the activity manager should give the team leader ideas to help improve performance.



Distribute the Leadership Appointment Aide-Memoire located at Attachment B to each cadet.

END OF LESSON CONFIRMATION

QUESTIONS:

Q1. What kind of team will the team leader have during a leadership appointment?

Q2. What leadership appointments are available at the squadron?

Q3. List the steps to conduct a leadership appointment.

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ANTICIPATED ANSWERS:

A1. The team leader for a leadership appointment will have an assigned, established team of cadets outside their peer group.

A2. Answers will vary.

A3. The steps to conduct a leadership appointment are:

(1) prepare for the leadership appointment;

(2) brief the team members at the onset and then throughout the leadership appointment;

(3) carry out the tasks associated with the leadership appointment;

(4) provide feedback to the team members throughout and at the completion of the leadership appointment; and

(5) meet with the activity manager throughout and at the completion of the leadership appointment to discuss the outcomes of the leadership appointment.

CONCLUSION

HOMEWORK / READING / PRACTICE

Nil.

METHOD OF EVALUATION

This EO is assessed IAW A-CR-CCP-804/PG-001, *Proficiency Level Four Qualification Standard and Plan* Chapter 3, Annex B, 403 PC.

CLOSING STATEMENT

When appointed as team leader for a given major duty or task, the team leader is expected to follow a series of steps for successful conclusion of the appointment. Being able to motivate cadets, solve problems, supervise followers, give feedback and develop the skills and knowledge of team members during a leadership appointment is an expectation of all year four cadets.

INSTRUCTOR NOTES / REMARKS

Acquire the list of leadership appointments developed by the Training Officer before instructing this lesson.

REFERENCES

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C0-255 ISBN 0-7645-5408-5 Brounstein, M. (2002). *Managing teams for dummies*. Indianapolis, IN: Wiley Publishing, Inc.

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POSSIBLE YEAR FOUR LEADERSHIP ASSIGNMENTS

Recreational Marksmanship Assignments

- Set up a range for recreational marksmanship.
- Organize relays for recreational marksmanship.
- Control pellets and issue targets for recreational marksmanship.
- Conduct concurrent activities during recreational marksmanship.
- Tear down a range after recreational marksmanship.

Summer Biathlon Assignments

- Set up a range for a recreational summer biathlon activity.
- Conduct a warm-up activity prior to participating in a recreational summer biathlon activity.
- Control pellets for a recreational summer biathlon activity.
- Conduct a cool-down activity after participating in a recreational summer biathlon activity.
- Tear down a range after a recreational summer biathlon activity.

Recreational Sports Assignments

- Set up a recreational sports activity.
- Tear down a recreational sports activity.
- Organize a team for recreational sports.
- Conduct a warm-up prior to recreational sports.
- Conduct a concurrent activity during recreational sports.
- Conduct a cool-down after recreational sports.

Parade Assignments

- Set up chairs for a parade.
- Set up the dais area for a parade.
- Set up flags and parade markers for a parade.
- Tear down chairs after a parade.
- Tear down the dais area after a parade.
- Tear down flags and parade markers after a parade.

Weekly Cadet Night Assignments

- Set up classroom space.
- Rearrange classroom space.
- Tear down classroom space.
- Set up a canteen.
- Staff a canteen.

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- Tear down a canteen.
- Set up a presentation area for a guest speaker.
- Tear down a presentation area for a guest speaker.
- Set up for an extracurricular activity.
- Conduct a concurrent activity.

Community Service Assignments

- Organize a team during a community service activity.
- Conduct concurrent activities during a community service activity.
- Complete a final garbage sweep.

Other Leadership Assignment Possibilities

- Ensure the safe loading and unloading of personnel on vehicles during transportation.
- Conduct uniform inspection of cadets.
- Collect and dispose of garbage after weekly parade.
- Collect, sort and dispose of recycling after weekly parade.
- Turn off lights and close windows after weekly parade.

AIR CADET SURVIVAL TRAINING ASSIGNMENTS

Prior to the Survival Training

- Distribute personal equipment.
- Label personal equipment.
- Load team equipment and supplies.

Setting Up the Bivouac Site

- Unload equipment and supplies.
- Construct a food hang.
- Set up the POL, first aid and fire points.
- Set up the female sleeping area.
- Set up the male sleeping area.
- Mark the components of the bivouac site.

Routine Tasks That Will Occur Throughout the Survival Training

- Prepare a meal for a section.
- Clean up the site after a meal.
- Prepare the bivouac site for the night.
- Organize lights out for the female cadets.
- Organize lights out for the male cadets.

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Tearing Down the Bivouac Site

- Tear down the female sleeping area.
- Tear down the male sleeping area.
- Dismantle the POL, first aid and fire points.
- Load team equipment and supplies after the survival training.
- Erase signs of occupancy and complete a final garbage sweep.

After the Survival Training

- Unload equipment and supplies.
- Collect personal equipment.

AIR CADET GLIDING DAY ASSIGNMENTS

- Organize the distribution of a meal.
- Clean up the site after a meal.
- Conduct concurrent activities.
- Complete a final garbage sweep.

AIR CADET SKILLS DAY ASSIGNMENTS

- Organize the distribution of a meal.
- Clean up the site after a meal.
- Set up a skills activity.
- Organize a team for a skills activity.
- Conduct a warm-up prior to the skills activity.
- Conduct a concurrent activity during the skills activity.
- Conduct a cool-down after skills activity.
- Tear down a skills activity.
- Complete a final garbage sweep.

POSSIBLE YEAR FOUR LEADERSHIP APPOINTMENTS

Organizational Appointments

- Flight Sergeant,
- Flight Commander,
- Squadron Commander,
- Drum Major, and
- Flag Party Commander.

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Training Appointments

- Proficiency Level Instructor,
- Aviation Subjects Instructor,
- Leadership and Ceremonial Instructor,
- Fitness and Sports and Instructor,
- Air Rifle Marksmanship Instructor,
- Survival Instructor, and
- Band Section Leader.

Supplementary Appointments

- Supply Assistant,
- Administration Assistant,
- Training Assistant,
- Canteen Steward,
- Drill Team Commander,
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LEADERSHIP APPOINTMENT AIDE-MEMOIRE

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LEADERSHIP ASSIGNMENT

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The team leader must supervise team members, communicate with team members to solve problems, strive to meet the needs and expectations of team members, motivate team members, and provide feedback to team members. The team leader must attempt to develop the skills and knowledge of their team members.

Direction for the leadership appointment must be given by a superior, usually an activity leader or activity manager.

HOW TO CONDUCT A LEADERSHIP APPOINTMENT

When conducting the leadership appointment, use the following steps:

1. prepare for the leadership appointment;

2. brief the team members at the onset and then throughout the leadership appointment;

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5. meet with the activity manager throughout and at the completion of the leadership appointment to discuss the outcomes of the leadership appointment.

PREPARING FOR THE LEADERSHIP APPOINTMENT

Ensuring the Required Resources are Available

Make sure all the resources necessary for using during the appointment are available. For example, if the appointment is to act as a flag party commander, the flags, poles, etc will need to be available, both for practice and performance opportunities.

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Make a plan to be successful in the appointment by:

1. determining what stages or phases comprise the appointment;
2. determining tasks inherent within the appointment;
3. developing a process to accomplish all tasks; and
4. identifying and allocating resources.

BRIEFING TEAM MEMBERS DURING THE LEADERSHIP APPOINTMENT

Communicating the Overall Plan

Explain how the appointment will be carried out. All team members should know what is involved as the leader carries out the appointment. This may include identifying various stages and phases.

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Explain the tasks involved within the leadership appointment. Leadership appointments may be comprised of a series of tasks.

Assigning Tasks to Team Members as Applicable

Assign each team member the tasks that must be completed within the scope of the appointment. Every team member should be actively engaged in a meaningful activity.

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Confirm the team members understand their tasks and ask the team members if they have any questions. The team leader should also ask a few questions to various team members to ensure comprehension. When team members are assigned specific tasks, it is important they understand what is expected of them.

CARRYING OUT THE TASKS ASSOCIATED WITH THE LEADERSHIP APPOINTMENT

Supervising Team Members

Throughout the leadership appointment, the team leader will have many occasions during which to supervise team members. The most important aspect of supervision is to ensure the tasks are being conducted safely. Supervision also allows the team leader to provide ongoing feedback to team members.

Ensuring the Tasks Within the Appointment are Progressing According to the Time Allotted

Do not wait until the last minute to ensure tasks are being completed. If tasks are not being completed as planned, whether too slow or too fast, the plan may need to be adjusted and feedback should be given. Careful monitoring of team members and the overall situation will ensure the team leader is leading successfully during the leadership appointment and the major duty or task will be accomplished.

Providing Feedback to the Team Members Throughout the Appointment

The team leader will provide feedback throughout the appointment. This feedback may be given to the team as a whole or it may be given to individual team members. Feedback should be provided such that it is frequent,

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accurate, specific, and timely. Successful supervision allows for ongoing feedback to be provided to the team. Feedback is necessary for the team members as it will allow them to develop as leaders also.

Modifying the Plan as Required

If the plan is not working, take time to modify it. If help is required from team members, ask for it. Modifying aspects of the plan partway through the appointment may benefit the outcome; however, always keep time limits and constraints in mind. If the plan is being revised, communicate the new plan to the team members and work with them to implement it.

PROVIDING FEEDBACK TO THE TEAM MEMBERS UPON CONCLUSION OF THE LEADERSHIP APPOINTMENT

It is important to give feedback to the team members upon conclusion of the leadership appointment. It is vital for the team leader to spend time focusing on how the team members worked together to achieve a common goal. When team members successfully complete a task, praise should be given. It is important to recognize dedication shown in seeing a task through to completion. Team leaders should try to recognize each team member for their contribution to the completion of a task.

The team leader should ask for feedback on the appointment from the team members. This can be done using general questions about the leadership appointment, such as:

- What was learned during the appointment?
- Was the goal met? What contributed to the success?
- How did everyone interact during the appointment?
- Were there behaviours that helped and / or hindered during the appointment?
- Were there any cadets who were not motivated to participate in the activity? How did this affect the morale of the remainder of the team?
- Were there leaders that emerged from within the team?

MEETING WITH THE ACTIVITY MANAGER TO DISCUSS THE OUTCOMES OF THE LEADERSHIP APPOINTMENT

Just as the team leader will provide ongoing feedback to the team members during the leadership appointment, the team leader will need periodic feedback from the activity manager to discuss and monitor progress of the major duty or task. Feedback from the activity manager should assist the team leader in improving performance. Once the leadership appointment is concluded, the team leader should meet with the activity leader for an overall debriefing. This feedback will aid the team leader during future leadership appointments.

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403 PC 01 ASSESSMENT RUBRIC

LEADERSHIP ASSIGNMENT

	Incomplete (I)	Completed With Difficulty (D)	Completed Without Difficulty (C)	Exceeded the Standard (E)
Select a leadership approach.	Did not select an approach appropriate to the assignment.	Selected an approach and was challenged with balancing focus on the team members and the goal.	Selected an approach and strived to balance team members and the goal and simplicity and safety of the task.	Selected the most appropriate approach with a strong balance of team members and the goal and simplicity and safety of the task.
Communicate as a team leader.	Did not communicate with team members.	Communicated with team members occasionally. Team members needed clarification on many occasions.	Communicated with team members on many occasions. Team members needed few clarifications.	Communicated to the team throughout the leadership task. Team members did not need clarification.
Supervise team members.	Did not supervise team members.	Only supervised team members at the beginning and / or end of the leadership assignment.	Supervised throughout the leadership assignment making some corrections when necessary.	Supervised throughout the leadership assignment making corrections as necessary.
Solve problems.	Did not solve problems.	Attempted to solve some problems and selected inefficient problem solving methods.	Solved most problems as they arose and often selected the appropriate problem solving method.	Solved problems as they arose and selected the most appropriate problem solving method.
Motivate team members.	Did not motivate team members.	Only motivated periodically and without enthusiasm.	Motivated frequently and with enthusiasm, with attention at times to both individuals and the team.	Motivated consistently and with enthusiasm, addressing both individuals and the team.
Provide feedback to team members.	Did not provide feedback to team members.	Provided select feedback; was not always frequent, accurate, specific and / or timely.	Provided periodic feedback and was often frequent, accurate, specific and / or timely.	Provided consistent feedback and was regularly frequent, accurate, specific and / or timely.
Meet expectations of team members.	Made no effort to meet the needs and expectations of team members.	Made some efforts to meet the needs and expectations of team members but with limited results.	Made considerable efforts to meet the needs and expectations of team members with adequate results.	Made consistent efforts to meet the needs and expectations of team members with solid results.
Complete the leadership assignment.	Did not complete the leadership assignment.		Completed the leadership assignment.	
Perform self-assessment.	Did not complete the self-assessment.		Completed the self-assessment.	

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403 PC 02 ASSESSMENT RUBRIC

LEADERSHIP APPOINTMENT

	Incomplete (I)	Completed With Difficulty (D)	Completed Without Difficulty (C)	Exceeded the Standard (E)
Select a leadership approach.	Did not select appropriate approach(es) throughout the appointment.	Selected an approach and was challenged with balancing focus on the team members and the goal throughout the appointment.	Selected approach(es) throughout the appointment and strived to balance team members and the goal and simplicity and safety of the task.	Selected the most appropriate approach(es) throughout the appointment with a strong balance of team members and the goal and simplicity and safety of the task.
Communicate as a team leader.	Did not communicate with team members.	Did not communicate with team members frequently enough. Team members needed clarification on many occasions.	Communicated with team members on many occasions. Team members needed few clarifications.	Communicated with team members consistently throughout the leadership appointment. Team members did not need clarification.
Supervise team members.	Did not supervise team members.	Did not successfully apply the principles of supervision; supervision was infrequent throughout the appointment.	Supervised throughout the leadership appointment, making some corrections when necessary.	Supervised consistently throughout the leadership assignment, making corrections as necessary.
Solve problems.	Did not solve problems.	Attempted to solve some problems and selected inefficient problem solving methods.	Solved most problems as they arose and often selected the appropriate problem solving method.	Solved problems as they arose and selected the most appropriate problem solving method.
Motivate team members.	Did not motivate team members.	Only motivated periodically and without enthusiasm.	Motivated frequently and with enthusiasm, with attention at times to both individuals and the team.	Motivated consistently and with enthusiasm, addressing both individuals and the team.
Provide feedback to team members.	Did not provide feedback to team members.	Provided select feedback; was not always frequent, accurate, specific and / or timely.	Provided periodic feedback and was often frequent, accurate, specific and / or timely.	Provided consistent feedback and was regularly frequent, accurate, specific and / or timely.
Meet expectations of team members.	Made no effort to meet the needs and expectations of team members.	Made some efforts throughout the appointment to meet the needs and expectations of team members but with limited results.	Made considerable efforts throughout the appointment to meet the needs and expectations of team members with adequate results.	Made consistent efforts throughout the appointment to meet the needs and expectations of team members with solid results.
Perform self-assessment.	Did not complete the self-assessment.		Completed the self-assessment.	

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