

Level 4 Preparing for
Leadership and Management
in Children's Care, Play,
Learning and Development

Task F – Assessment Pack
Sample

Instructions to candidates

For this task, you will explore the role that effective leadership plays in supporting team performance in your workplace/setting. You are to consider,

- How effective leadership supports the management of teams
- The impact of equality, diversity and inclusion on workers
- The role of effective delegation in a team environment

Within this pack you are presented with a scenario that you are to read and consider. You will also read a number of accounts from individuals related to the scenario.

Once you have read the scenario and accounts, you should answer the questions provided .

You have up to **60** minutes to **prepare** your responses to the questions, and will then have up to **30** minutes to give these responses **verbally** to your assessor.

Questions

You are to provide a response to each of the following questions, based on this scenario.

- What core values and leadership behaviours might support you to reignite motivation within this team; and earn their trust and respect?
- How might your knowledge of appropriate theories (e.g. emotional intelligence, relationship management) help you to start to develop more positive relationships with and within this team?
- Why is an understanding of equality, diversity and the Welsh language important in this scenario?
- What process would you take to ensure that the delegation of tasks is transparent and clear within the team?

Scenario

“A children’s care setting has recently employed a new manager. The previous manager left the organisation very quickly, and there was no hand-over with the new manager, who was an external appointment. There were a number of issues with conflict and morale in the team that were never properly addressed.

The new manager has called a first team meeting with the team.”



BRYONY – Recently appointed Manager

“I am new into post, and I chaired our first team meeting today. What an absolute disaster! Hardly anyone made eye contact with me; when I think about it, hardly anyone made eye contact with each other either. It was complete silence – no-one was making any small talk, and I don’t think I saw a smile! I have no idea what I’ve walked into. I tried to be helpful in providing information, but people just looked at the table or the wall. I asked the deputy if they could carry out a task on my behalf and I saw some eyes roll. When I suggested it would be nice to have a team get-together, you could have cut the atmosphere with a knife. I wish I hadn’t bothered. It is clear to me that this is not a team, and there is no motivation or engagement here.”



CERI – Worker within the team

“I actually felt really sorry for our new manager. She has no idea of the baggage that our team carries. Our last manager left on bad terms. Many members of the team had a difficult relationship with her, and this impacted the relationships we have within the team. There was (and still is) a lot of conflict in the team. Some of us felt that our last manager favoured some of the team over others. She certainly used to give her favourites the most preferred tasks! If anyone dreamt of suggesting working in a different way, they were instantly dismissed. We are a bilingual setting and yet she never showed much encouragement and support towards the Welsh language.” Some of us were afraid of her. I even heard some people say that they felt our manager was discriminatory in some of her behaviours.