

ICE Mini-MBA in Infrastructure

FINAL ASSESSMENT: GUIDANCE INFORMATION

1. Introduction.....	2
1.1. Background.....	2
1.2. What do I have to do?.....	2
1.3. The interview.....	3
2. Your Statement	4
A. About you.....	4
B. About your work.....	5
C. Achievements and contributions	6
D. 'Leading People' to achieve outcomes	7
E. 'Managing Change' in your organisation.....	8
F. What have you learnt from this experience?	9
G. What are your future learning plans?.....	10
H. Supporting Testimony	11
3. To be Completed by the Assessor.....	12
4. Appendix A – Additional Guidance	13
4.1. LEADING PEOPLE	13
4.2. MANAGING CHANGE	14

1. Introduction

1.1. Background

This programme is designed to support your progression to leadership, enabling you to direct and shape your organisation. The learning elements are designed to equip you with the knowledge and skills you require. The assessment is a post course reflection focussing on how you apply these within your work; leading people and making a positive contribution through effective continuous development. It also requires that you think about your ongoing development and 'what comes next' for you.

It is important to note that this assessment is not a technical assessment in terms of your skills and expertise as an engineer, surveyor, inspector or commercial manager. It is an assessment of your ability to learn and develop yourselves and others in order improve performance – how well you can lead people and manage change.

The assessment comprises a written statement from you, testimony from a supporter (such as a line manager, or other senior managers) and an online interview with one of our assessors.

You are recommended to start compiling your statement **6 months after** your course starts, to have sufficient time to practice knowledge learnt, and accumulate evidence for your written statement, once you have gone through all the eLearning modules, and your statement is completed and signed off by your nominated supporter, you will be able to upload this assessment form to book your interview assessment. The interview will take place online and take around one hour. You will be able to see the available time slot and book the one that's most suitable for you.

During the interview, the assessor will draw on your statement and the supporting testimony. They will then recommend that you pass or are referred for additional information or development.

This interview is an excellent opportunity for you to discuss your skills and expertise with an experienced professional. You will be able to discuss areas of success as well as those where more experience could be helpful. They will also be able to help you to start to plan your ongoing development and plans for developing and growing your organisation.

1.2. What do I have to do?

To complete this process, you will be required to:

- Complete and upload your submission form on the learning portal. Please read section "Your submission" as this will help you to focus on what is required.
- Nominate a line manager or other suitable colleague (your supporter) to give supporting testimony to your statement. You should make it clear to them that you are submitting your statement and that it is the final assessment for your Mini MBA in Infrastructure.
- Undertake a telephone interview with your assessor to confirm that you are using your new skills and knowledge to work effectively as a leader and have plans to support your ongoing development as well as that of your team and the wider organisation. As part of this, you will be required to answer questions they may have and you may be asked to provide additional information for support or clarification.

1.3. The interview

The interview will be conducted online and last approximately 1 hour. You should ensure that you are in an environment conducive to you giving your full concentration and maximising your performance.

The assessor is not there to comment on your technical expertise as an engineer, surveyor or commercial manager. They are there to assess how much you have learnt from your experience, improved your working practices and relationships because of that learning and how you will continue to grow and evolve through ongoing development and other opportunities. They ensure that you have supplied sufficient information for assessment, and that your claims are validated.

Once you are connected to an assessor, they will strive to maintain ongoing contact with you. If for any reason it is not possible to keep to the agreed interview day or time, at least 24 hours' notice to your assessor would be appreciated. If you repeatedly fail to respond, your application will be put on hold.

Ahead of the interview, the assessor will have access to your statement as well as the supporting testimony from your line manager or other suitable colleague.

During the interview, the assessor will ask about the examples detailed in your submission and ensure that your written claims and verbal discussions are coherent and supported by corroboration such as the supporting testimony from your line manager. They will seek to ascertain:

- That you have used the skills, knowledge and expertise derived from the Mini MBA in Infrastructure
- How these skills underpin your performance and make a positive contribution to your organisation
- What you have learned from these achievements and how you plan to continue to develop your leadership skills

Based upon these activities your assessor will make one of two recommendations:

- **PASS** – no further action needed, Mini MBA in Infrastructure certificate to be awarded
- **REFERRAL** – you will be asked to resubmit your statement and/or redo the telephone interview. You will be given specific guidance on what you should do to strengthen your case.

Further details on referrals and what to do next are included in later sections.

2. Your Statement

This part of the process is to allow you to establish how since completing the Mini MBA in Infrastructure programme you have

- a) demonstrated consistent effective performance within your own organisation (or a client organisation if appropriate)
- b) used your skills and expertise in leading people and managing change, and
- c) learned from your experience and are being committed to ensuring your continuing professional development (CPD).

Please note: Use the first person singular wherever possible to indicate that it is your work and performance that you are describing. There is guidance on numbers of words within each section. The use of graphs, diagrams, tables or appendices is not allowed.

The information you provide in this form will only be accessible to the ICE/NEC admin team, your assessor and potentially a moderator.

Guidance has been provided in each section to help you to focus your reflection.

When you have completed your statement, upload it on learning portal by click *Upload my submission*.

A. About you

Name:

Email:

Telephone:

NB: You will be required to join the assessor for the online interview at the agreed time. Please notify your assessor if you are travelling outside of the UK.

Employer:

Job Title:

B. About your work

Briefly explain the background to your statement: the sector you work in, your organisation and your role and responsibility within the organisation.

GUIDANCE: Here you should set the scene for your statement. Provide details of your job role and the organisation you work for; you may need to outline the nature of the organisation. Briefly explain the main responsibilities of your role and where you fit into the organisation.

[250-350 words]

YOUR STATEMENT:

ASSESSOR COMMENTS:

C. Achievements and contributions

Describe your key achievement(s) since you started the Mini MBA in Infrastructure and explain the contribution or influence they have had on the organisation and team members. Where possible you should include measures (quantitative or qualitative) and/or outcomes to illustrate your contribution.

GUIDANCE: The organisation need not be one in which you are employed, it could be that you have recently changed employment or want to share what you have achieved in a formal, though voluntary, position such as in a charitable body or a sports/leisure club.

Achievements should be personal to you and your role, demonstrating how the knowledge and skills developed during the Mini MBA in Infrastructure have helped to improve your working performance and contributions to the organisation. Possible areas could include:

- Creating something that delivered positive results (product, service or market development)
- Making significant savings or performance improvement via a new way of doing things
- Maintaining performance in the face of difficulties, e.g. reductions in staffing levels
- Maintaining and sustaining your business model; motivating staff to retain skills
- Maintaining the level of turnover in adversity (even if not growing)
- Increasing profit or market share

To illustrate the achievement(s) you should include measures where possible; “hard” measures e.g. savings made, or “soft” measures e.g. increased customer satisfaction.

[600-750 words]

YOUR STATEMENT:

ASSESSOR COMMENTS:

D. 'Leading People' to achieve outcomes

In this section, we will ask you to describe how you have improved your leadership skills. You should provide examples of how you have started to lead people effectively, sharing what you did personally, why, the outcome and what you have learnt from that.

GUIDANCE: Please select two skills for this Leading People section from the list below.

- Provides clear purpose and direction
- Inspires trust respect and shared values
- Communicates clearly and succinctly
- Develops and supports others
- Resolves problems and conflicts with positive outcomes.
- Adapts leadership style to take account of diverse situations
- Promotes wellbeing and valuing staff

Using each skill as a heading, describe how you have applied that skill. It must be our own application of the skill. Where others were involved, their roles should be made clear. You should include an explanation of:

- what you did
- why you did it
- what the outcome was
- what you have learnt and how this will inform you going forwards

[600-750 words for each skill = 1200-1500 words]

YOUR STATEMENT:

ASSESSOR COMMENTS:

E. 'Managing Change' in your organisation

In this section, we will ask you to describe how you have improved skills when managing change within an organisation. You should provide examples of how you have started to manage change more effectively, sharing what you did personally, why, the outcome and what you have learnt from that.

GUIDANCE: Please select two skills for this Managing Change section from the list below.

- Create an environment enabling others to be creative, innovative and value quality
- Identify opportunities for change and development
- Scope plan and drive change
- Manage others through the change process
- Consistently apply strategic thinking
- Take account of stakeholder issues

Using each skill as a heading, describe how you have applied that skill. It must be our own application of the skill. Where others were involved, their roles should be made clear. You should include an explanation of:

- what you did
- why you did it
- what the outcome was
- what you have learnt and how this will inform you going forwards

[600-750 words for each skill = 1200-1500 words]

YOUR STATEMENT:

ASSESSOR COMMENTS:

F. What have you learnt from this experience?

In this section, you should reflect upon the experience of the course and how it affected your working practices, relationships and professional outlook including development plans.

GUIDANCE: Reflection is at the heart of developing the skill to learn continually from experience. It will be personal to you –your behaviours are relevant here rather than any process employed.

There are two parts to this section:

Firstly, you need to critically reflect on your experiences, activities and use of the skills to draw out any learning that might help you in the future. You may for example have discovered that you were better at handling conflict or aren't as good at influencing and negotiating as you thought. How did you overcome any challenges? Were they easy or more difficult than expected? So this in essence is where you reflect on your strengths and weaknesses; and where you may need to learn new skills or build on existing ones.

The second part is where you reflect constructively on how you might have done things differently and the lesson(s) learnt so that if you were to undertake a similar exercise in the future you could do things better.

You should identify:

- (1) What you have learned about your skills of leading people and managing change?
- (2) With hindsight what would you have done differently and why?

[250-350 words for each section = 500-700 words]

YOUR STATEMENT:

ASSESSOR COMMENTS:

G. What are your future learning plans?

This is where you think about your ongoing development plans. This could include formal training, informal learning, mentoring others or any other activity regarded as professional development.

GUIDANCE: This is an opportunity to demonstrate your commitment to your continuing professional development. It is often useful here to identify what your learning aims and purposes are, the activities to achieve them and what time-frames you are considering.

Drawing upon your reflection in section F and any planned changes within your role/responsibilities identify:

- (1) The skills and knowledge you need to develop over the next 12 months
- (2) The activities you plan to undertake to achieve these goals.

Remember that development activities are not restricted to formal training courses, and may occur through day-to-day activities, including: coaching and mentoring, delegation, secondments, experiential learning, or distance learning lectures/talks/conventions/conferences, research and reading e.g. via the internet, books, journals etc.

[250-350 words for each section = 500-700 words]

YOUR STATEMENT:

ASSESSOR COMMENTS:

3. To be Completed by the Assessor

Assessor Name:

Date of Interview:

Assessor recommendation

1. I recommend the candidate is awarded Mini MBA in Infrastructure

Feedback to candidate:

2. Further revision required, please complete/indicate below

Feedback to candidate:

4. Appendix A – Additional Guidance

The examples provided below are indicative of the type of scenarios or issues that could be addressed under the sub-skills for Leading People or Managing Change – they are not an exhaustive or prescriptive list, and candidates may use other relevant examples.

4.1. LEADING PEOPLE

Provides Clear Purpose and Direction

Utilising influencing and persuasion skills to engage people within your organisation and other key stakeholders, to define your organisation's direction and commit their energies and expertise to achieving results. For example, using a series of presentations, workshops and one-one sessions (or other similar methodologies) to explain the expectations/objectives, so that there is no misunderstanding others had clear purpose and direction.

Using strategic diagnostic tools such as SWOT or PESTLE to provide a common purpose or direction. How did you know these were the right tools/approach for your audience? Was there any feedback from colleagues concerning your ability to provide clear purpose and direction?

Inspires Trust Respect and Shared Values

Recognise and respect the roles, responsibilities, interests and concerns of colleagues or other relevant people. Achieving positive results required by engaging with staff in a meaningful way, allowing you to communicate and articulate your personal values and those of the business. Demonstrating respect by taking account of cultural differences. Leading by example and taking the time to reward or recognise people as appropriate. What is it that you do to earn the respect and trust of others?

Communicates Clearly and Succinctly

Identify how people prefer to receive information and knowledge and what media, languages, styles, timing and pace are most appropriate. Communicate in ways that help people to understand the information and knowledge you are communicating and their relevance. Use a variety of techniques to gain and maintain people's attention and interest and to help them retain and use information and knowledge. Recognise the importance of accurate, meaningful, relevant and up-to-date communication. Check understanding and initiating feedback mechanisms.

Develops and Supports Others

Provide individuals with appropriate opportunities to apply their developing competences in the workplace. Support individuals/team members in undertaking learning activities, making required resources available and making efforts to remove any obstacles to their learning. Discuss with individuals their progress and their readiness to take on new roles and responsibilities and agree the support and supervision they will require. Provide individuals and teams with the support and mentoring they require and ensure they receive specific feedback to enable them to improve their performance. Monitor and review the effectiveness of working relationships with colleagues (or other relevant stakeholders) to identify areas for improvement. Mentor or coach others within the organisation.

Resolves Problems and Conflicts with Positive Outcomes

Identify potential conflicts between team members and other stakeholders and take preventative action to avoid these. Encourage team members to resolve their own problems and conflicts amongst themselves. Take action to deal with conflicts and to resolve problems when the people concerned are not able to resolve the conflicts themselves. Acknowledge and show respect for peoples' emotions regarding the conflict and seek to manage any

negative emotions. Investigate impartially the causes of the conflict, giving all parties opportunities to present the facts and their perceptions about the conflict. Identify and agree with staff involved how to resolve the conflict, without apportioning blame. Seek help from colleagues, specialists or relevant others where necessary.

Adapts Leadership Style to Take Account of Diverse Situations

Use a range of leadership styles appropriate to different people and situations. Understand the differences between managing and leading. Ways of ensuring that organisational plans support the organisation's purpose, values and vision. Using two different examples, compare or contrast the effect that different leadership styles (e.g., coaching and autocratic) can have on achieving outcomes within your organisation. How can the style influence, persuade and empower people effectively? Examples can include working with stakeholders or others with vested interest in the organisation, e.g. public sector, governmental links.

Promotes Wellbeing and Valuing Staff

Engage staff and other stakeholders in promoting the wellbeing of people. Development of a wellbeing culture and procedures for welfare and occupational health, job satisfaction and stress management. Demonstrating a commitment to an inclusive workplace where diversity and individual differences of staff are valued and respected. Depending on the industry/sector, there would possibly be specific regulatory requirements for enhancement of staff wellbeing. Measurement indicators could include attendance and job satisfaction surveys.

4.2. MANAGING CHANGE

Create an Environment to enable others to be Creative, Innovative and Value Quality

Engage appropriate people within your organisation in identifying and evaluating opportunities for innovation and quality improvement. Create and maintain a culture which encourages and recognises creativity and innovation within the organisation. Emphasis should be on what you, as manager/leader, do to enable others in the organisation to be creative and innovative. For example, organising brainstorming sessions that empower staff to generate new ideas, some of which are then implemented within the organisation. Using incentives or rewards to encourage the generation of new ideas.

Identify Opportunities for Change and Development

What was the process by which opportunities for change and development were recognised? The emphasis for this sub-skill should be on the process by which opportunities (ideas) for change and development were identified. You should highlight your own personal role in identifying these opportunities and link them to your achievements. Having identified the opportunity, what did you actually do?

Scope, Plan and Drive Change

Define the skills and competencies necessary to perform the change effectively in a given area and ensure all key areas are addressed. Manage appropriate people within your organisation and other key stakeholders in planning change. Establish with key stakeholders the processes, systems, structures, roles or cultures that need to be changed. Identify and evaluate obstacles to change. You should be able to explain how you developed a detailed plan to achieve the required change effectively and efficiently.

Manage Others through the Change Process

Understand the importance of communication throughout the change process. Which groups or individuals does the change affect and in what ways? How will the change be implemented? Provide support mechanisms to help people impacted by the change cope, and

take ownership of, the change process. For example, establish the benefits of engaging with the change process to those impacted by the change and the organisation. Was there any resistance to change, and if so, how was any resistance managed/mitigated?

Consistently Applying Strategic Thinking

Demonstrate an ability to take a broader perspective, of your organisation and wider business environment. Demonstrate the ability to develop a clearly defined and focused business vision. Taking a short, medium, and long-term focus where appropriate, and have the ability to apply relevant strategic tools (for example, GAP or PESTLE analysis, business planning tools etc.). Understand how to translate wider corporate strategy into tangible benefits for others and the organisation. Candidates should distinguish between applying strategic, as opposed to operational, thinking.

Take Account of Stakeholder Issues

Display a clear understanding of who the key stakeholders (internal and external) are, and what mechanisms are used to engage with them. Were there any 'actionable outcomes' as a result of engaging with relevant stakeholders? The role and requirement of salient (or more powerful) stakeholders and importance of getting them to buy into change. Difficulties in managing stakeholders, who may have differing agendas. Managing stakeholders in an organisation that operates across different countries and cultures. Ensuring communication channels reflect the importance/complexity of stakeholder involvement